AGENCY STRATEGIC PLAN

FISCAL YEARS 2019 TO 2023

BY

TEXAS DEPARTMENT OF INFORMATION RESOURCES (DIR)

BOARD MEMBER	DATES OF TERM	HOMETOWN
Ben Gatzke (chair)	04/10/2017 to 02/01/2023	Fort Worth, TX
Christian A. Alvarado	01/05/2018 to 02/01/2021	Austin, TX
Charles Bacarisse	02/15/2013 to 02/01/2019	Houston, TX
Mike Bell	01/05/2018 to 02/01/2023	Spring, TX
Stuart A. Berstein	01/15/2016 to 02/01/2021	Austin, TX
James P. Dyer	01/05/2018 to 02/01/2019	Austin, TX
Jeffrey Tayon	04/10/2017 to 02/01/2021	Houston, TX
Bryan Collier	02/01/2017 to 02/01/2019	Huntsville, TX
Melody Parrish	02/01/2017 to 02/01/2019	Austin, TX
George Rios	02/01/2017 to 02/01/2019	Austin, TX

June 8, 2018

Stacey Napier
Executive Director

Ben Gatzke
Board Chair

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DIR MISSION

The mission of the Texas Department of Information Resources (DIR) is to provide technology leadership, solutions, and value to Texas state government, education, and local government entities to enable and facilitate the fulfillment of their core missions.

AGENCY OVERVIEW

As the state's information technology (IT) agency, DIR provides customers with technology products and services relevant to government. DIR also works with agencies to assess needs and measure the impact of industry developments, while providing vision and guidance as technology continues to advance. DIR also leverages the buying power of the state for technology purchasing. Continuing its founding purpose, DIR provides technology policy, planning, and standards that help shape consistent and effective use of technology across the state.

STATEWIDE TECHNOLOGY SHARED SERVICES

DIR provides opportunities for Texas government to benefit from sharing technology services, protecting technology assets and citizen privacy, simplifying access to government services, and promoting the innovative use of technology across the state.

STATEWIDE TECHNOLOGY CENTER

The Statewide Technology Center is managed by DIR and vendor partners to provide shared information resources technology, including data center services, managed application maintenance and development services, managed security services, and Texas.gov services.

Data Center Services (DCS) Program

The Data Center Services (DCS) program was created to reduce overall taxpayer costs by consolidating and standardizing IT infrastructure, products, and services across agencies with large IT investments. DCS initially consolidated 28 state agencies' IT infrastructure into two highly secure, redundant statewide data centers in Texas. The customer base has since grown to 85 entities including 56 voluntary entities.

The DCS Program provides server, mainframe, bulk print/mail, network, and facility services. The state's consolidated data centers offer compute and storage in a private, community cloud. Additionally, through the DCS Hybrid Cloud offering, customers can leverage various public clouds. In both models, government entities' data and applications reside within a closed secure network on shared infrastructure. Each agency's data is isolated within the network, allowing each agency to access only its data.

Managed Application Services

Managed Application Services (MAS) was added in 2017 and provides DCS customers with resources to facilitate application remediation, transformation, development, and/or maintenance work efforts. These services can be provided through an hourly rate card or fixed-cost, milestone-based purchase of services.

Managed Security Services

Managed Security Services (MSS) was added in 2018 and provides uniform and consistent management of state data security services including security monitoring and device management, incident response, and risk and compliance. IT Security is an increasingly

critical priority for state and local governments, requiring heightened awareness to malicious threats and an expanded focus on the technology protecting sensitive information.

TEXAS.GOV

Texas.gov, the official website of the State of the Texas, provides portal and payment services for Texas state agencies and eligible local governmental organizations, enabling them to cost-effectively conduct online business with their customers. The Program leverages enterprise-wide services and infrastructure components to provide a cost-effective and service-oriented web solution that meets or exceeds state mandated requirements regarding accessibility, security, privacy, and integration with the Texas Comptroller of Public Accounts.

Beginning on September 1, 2018, the Texas.gov business model transitions from a public/private partnership to a Cost-of-Service Contract Model in the DIR's Shared Services Program – a model that incorporates shared governance and infrastructure among Service Component Providers and customers.

TELECOMMUNICATIONS

Communications Technology Services (CTS) provides a secure statewide network for data, voice, video and internet for use by state agencies, education and local government. Although state agencies are required to use CTS services, education and local government customers voluntarily leverage DIR enterprise contracts for telecommunications services. In FY 2018, 86% of CTS customers were voluntary customers. The CTS Program also provides the Capitol Complex Telephone System. CTS staff focus on ensuring stable, secure and reliable network operations while providing individualized customer service.

STATEWIDE TECHNOLOGY LEADERSHIP

DIR provides guidance, planning and reporting on statewide IT priorities, while coordinating several statewide programs to advance the use of best practices, expand collaboration, and ensure compliance with state laws and rules.

SECURITY

Within DIR, the Office of the Chief Information Security Officer (OCISO) manages the Enterprise Security Program and coordinates statewide cybersecurity efforts, including security services, policy and assurance, risk management, education and training.

To protect state information and technology assets, DIR provides vulnerability assessment services to state agencies, develops statewide security policies and best practices and promotes security awareness through cybersecurity training, and information sharing.

DIR also provides the State's Network Security Operations Center (NSOC). The NSOC serves as the focal point for security services that include:

- Distributed Denial of Service (DDOS) and Denial of Service (DOS) monitoring and mitigation to ensure reliable internet for DIR customers
- Network security monitoring, alerting, and analysis services to provide early warning for attempted intrusions and cyber-attacks,
- Network Intrusion Prevention Service (IPS) to proactively identify and block known threats to network security.

IT CONTRACTS

The Chief Procurement Office (CPO) manages the cooperative contracts programs, the enterprise contracts, processes purchasing data, and provides data analysis on contract usage. CPO also manages the Historically Underutilized Business (HUB) Program, providing information and support to the HUB vendor community and monitoring use of HUB contracts.

DIR negotiates master cooperative contracts to offer IT products and services at pre-negotiated minimum discounts, with pre-negotiated terms and conditions. CPO contract managers develop solicitations, evaluate responses, negotiate terms and conditions, and establish and monitor more than 750 cooperative contracts. Savings result from economies of scale and reduced administrative costs. DIR also leverages the state's buying power to offer enterprise contracts for statewide or multi-agency consolidated services such as Texas.gov, Data Center Services, Managed Application Services, Managed Security Services, and the state telecommunications network.

STRATEGIC PLANNING AND TRAINING

The Technology Planning, Policy, and Governance Division develops and publishes the State Strategic Plan on Information Resources and the Biennial Performance Report to set strategic direction for IT in state government and to recommend improvements to statewide IT. DIR also offers education, outreach programs, and provides training and information to IRMs and IT staff through conferences, briefings, and forums about key technology topics.

DIR's Enterprise Solution Services (ESS) staff work with state agencies to promote enterprise architecture, standards, collaborative communities, and technical initiatives. ESS staff provide services based on the enterprise architecture disciplines of business capability modeling, use-case creation, requirements gathering and other technical standards with a focus on supporting the state's legacy modernization efforts.

DIR's Enterprise Strategic Sourcing staff works with agency leadership, DIR program business owners and customers to create and manage a comprehensive strategic sourcing strategy. As such, DIR leverages the state's buying power to offer enterprise shared services contracts such as Texas.gov, DCS, Managed Application Services, and Managed Security Services. Greater coordination allows staff to leverage best practices among DIR's outsourced programs and identify opportunities to eliminate redundancies and create efficiencies.

DATA MANAGEMENT

The Statewide Data Coordinator, a position established by the Legislature in 2015, promotes a data sharing culture throughout Texas state government and higher education. The Statewide Data Coordinator promotes best practices on data management, secure infrastructure for data sharing to increase efficiency and reduce cost, and open data that will increase government transparency. Coupled with effective statewide data governance, these efforts will create an environment of collaboration, enabling government to develop innovative data sharing partnerships, exchange information about best practices and improve services to the communities they serve.

IT PROJECT MANAGEMENT

The Statewide Project Delivery Program helps state agencies manage and implement major information technology projects. The Program provides guidance on project management practices and tools to support a consistent, statewide methodology to manage and control IT projects. DIR is also a member of the Quality Assurance Team (QAT) that monitors major information resources projects.

The mission of DIR's internal Project Management Office (PMO) is to enable the successful delivery of DIR's projects utilizing project management best practices and to ensure project and

portfolio alignment. To supplement the Statewide Project Delivery Program for major information resources, the PMO has developed and makes available PMLite, a set of process and templates designed to be more applicable and scalable for smaller projects.

The PMLite Processes and templates continue to grow and evolve, as does the adoption and use of the methodology by DIR divisions. Currently, every project executed by DIR utilizes at least one of PMLite's required templates. The effort to fully leverage the required templates and tools for every project executed by the agency is on-going, as is the agency's drive towards Organizational Project Management Maturity.

ELECTRONIC AND INFORMATION RESOURCES (EIR) ACCESSIBILITY

The Electronic and Information Resources Accessibility Program supports state agencies in complying with state and federal accessibility requirements and ensuring that Texas government websites, information and services are accessible to every citizen regardless of disability. In addition to executing its statutory authority for EIR accessibility administrative rulemaking, DIR shares best practices and collaborates with government agencies. EIR accessibility is also an integral part of DIR's cooperative contracts program evaluating bid responses and providing guidance to vendors on improving the accessibility of their products and services.

ADMINISTRATION

With direction from the DIR Board and the Executive Director, the General Counsel's Office, Chief Financial Officer, Internal Audit, Project Management Office, and others support the daily operations of the agency and the mission of DIR.

DIR CORE GOALS

DIR directors and key staff examined the governor's statewide objectives, DIR's statutory obligations and customer needs, and considered our strengths and challenges. As a result, the agency agreed on the following core goals to support DIR's mission. The agency core goals are:

1. PROMOTE TECHNOLOGY LEADERSHIP AND OPPORTUNITIES THROUGH STATEWIDE COLLABORATION.

DIR leverages the collective efforts and knowledge capital of the state's IT and business leaders and looks for opportunities to collaborate across its programs. DIR will continue to evaluate and implement new information technologies, including communication technologies, and will focus on creating additional opportunities for collaboration across the state.

2. PROVIDE CUSTOMERS WITH COST-EFFECTIVE AND INNOVATIVE TECHNOLOGY SOLUTIONS

DIR engages the market and its customers to identify cost-effective solutions and innovative digital services that will enable the delivery of its customers' core services. DIR will continue to maintain its focus on offering modern technologies at the best possible value to its customers.

3. ENHANCE OPERATIONAL AND PROGRAM PERFORMANCE TO DELIVER QUALITY CUSTOMER SERVICE

DIR seeks to leverage the skills and talents of its staff through organizational development, process improvements for gained efficiencies, and increased alignment of DIR's resources with its strategic and tactical goals.

Once DIR's core goals were established, the executive leadership team met to prioritize strategic objectives that would focus the agency's work into five areas:

- Maintain highly effective and increasingly efficient operations
- Ensure focused customer service
- Embrace and integrate a cybersecurity culture
- Expand shared services
- Continue focus on retaining quality employees

AGENCY OPERATIONAL GOALS AND ACTION PLANS

To make progress toward DIR's core goals and the Governor's statewide objectives, the agency identified the following operational goals:

1: ENSURE TIMELY, COST-EFFECTIVE, AND CUSTOMER-ORIENTED INTEGRATIONS OF SERVICES AND GOVERNANCE

AGENCY OPERATIONAL GOAL AND ACTION PLAN

DIR will continue to serve as the shared services IT organization to deliver innovative solutions for both voluntary and statutorily required customers. As part of ongoing integration of services, DIR will ensure continuity of service and on-time implementation and transition through efficient and effective management of contracts and expedient resolution of issues. DIR intends to encourage and build upon customer adoption of shared services and drive toward providing a comprehensive portfolio of shared IT services, or IT-as-a-Service, for the State of Texas.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL

- Fully implement and operationalize the Multi-Sourcing Services Integrator (MSI) to provide service delivery coordination and integration across DIR's shared services. The MSI provides integration of Data Center Services (DCS), Managed Application Services (MAS), Managed Security Services (MSS) and the state's Texas.gov web and payment services.
- Transition the Texas.gov programs from a public/private partnership to a state-managed outsourced shared service.
- Redesign the DCS model to meet future customer business and technology needs through enhanced automation and digitization. The current DCS contracts expire August 2020 and include server, mainframe, network, data center facilities and bulk print mail services.
- Promote MSS to all DIR customers to enhance the state's security posture.
- Complete the transition from the legacy PBX telephone system to the Voice over Internet Protocol (VoIP) telephone system on the Capitol Complex.
- Expand the agency's governance structure and review governance agendas and participation to better address and respond to a shared service model.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES

Providing **cost-effective** solutions and innovative services to its customers is one of DIR's primary functions. DIR will continue to maintain its focus on offering current and modern technologies while keeping technology costs down with shared services. MSS assists agency and voluntary customers in consolidating security services, meeting legislative security requirements, mitigating security risks, and filling gaps in skillsets to provide a secure computing environment for your business and to deliver more **effective services for constituents**. The Texas.gov transition will bring **transparency** and control over program investments and resources, allowing the state to implement a digital assistant application that will enhance the way citizens do business with the State.

OTHER CONSIDERATIONS

None

2: ENABLE LEGACY MODERNIZATION EFFORTS AND INCORPORATE INNOVATIVE AND AGILE SOLUTIONS

AGENCY OPERATIONAL GOAL AND ACTION PLAN

In response to HB 1890 (84R),2015, DIR has developed a strategy to guide the State's legacy modernization effort. DIR will continue to establish a statewide application development framework and facilitate modernization efforts and collaboration among state agencies.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL

- Implement the new digital MSI platform, which includes enhanced automation and IT asset management.
- Submit a prioritization of state agencies' cybersecurity projects and projects to modernize or replace legacy systems to be considered for funding.
- Evolve shared service offerings, through the MSI, to develop and execute a roadmap for customers that will address legacy IT.
- Provide guided workshops that train agencies on the use of a common Texas legacy modernization guide.
- Promote the integration of DIR Enterprise Solution Services (e.g. Application Development Decision Framework, Application Portfolio Management, Legacy Modernization Guide, Technology Assessments) with agencies' planning, budgeting, funding, and implementation requirements.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES

Enabling legacy modernization efforts and incorporating innovative and agile solutions will **reduce risk** by addressing outdated and vulnerable computer systems and **increase efficiency** through a structured, proven approach. This statewide approach eliminates the need for agencies to create or acquire separate methodologies, enabling reduced cost overruns and greater awareness of potential risk. This also **maximizes efficiency** by **reducing redundant** efforts and learning curves through cross-agency use and shared lessons learned toward **continuous improvement**.

OTHER CONSIDERATIONS

None

3: PROVIDE EXPERTISE AND SERVICES TO CREATE A RISK AWARE CULTURE AND IMPROVE THE STRENGTH OF SECURITY PROGRAMS THROUGHOUT THE STATE

AGENCY OPERATIONAL GOAL AND ACTION PLAN

DIR will improve and expand on DIR information security services including network security, public-private partnerships, workforce development, training and outreach, risk and incident management, incident response preparedness, governance, shared services, security assessments, penetration testing, collaboration, working groups, threat intelligence and information sharing, policy and rulemaking, insight and statewide leadership.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL

- As directed by the Legislature, an Information Sharing Advisory Organization (ISAO) for threat intelligence sharing statewide.
- Develop a statewide incident response plan that integrates with existing statewide emergency plans
- Staff the Office of the Chief Information Security Officer with a full-time statewide cybersecurity coordinator to collaborate with public and private sector leaders and cybersecurity practitioners on matters of cybersecurity concerning this state.
- Update and develop new training materials and guidelines for use across state agencies, including templates to support risk and incident management program and planning maturity at agencies.
- Assist agencies in developing and implementing workforce development strategies to address real and anticipated shortages in IT security workforce.
- Build a community of Texas cyber-professionals by hosting multiple events per year to promote cybersecurity, including monthly educational webinars and forums for sharing and distributing information.
- Encourage participation in the MSS program to help agencies improve their security posture and programs
- Evaluate new/emerging technologies and conduct rigorous Proof of Concepts to determine which security solutions can be deployed to better protect the state's network and data.
- Invest in tools and services that ensure NSOC perimeter defenses and cyber intelligence provide crucial inbound and outbound defense for our customers.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES

The Office of the Chief Information Security Officer continues to strive for excellence in the programs and services offered to help ensure the that citizens' data and privacy are protected to the highest degree. The evolving nature of cyberthreats requires the office to continually expand and improve operations to effectively combat the malicious actors and cyber-threats facing the state. Investment in innovative technologies will be done with customers' missions in mind to ensure that current and future NSOC security offerings do not adversely impact network traffic and critical applications. The office is committed to exceeding expectations of **customer service, guidance, and accountability** to the customers and citizens it serves.

OTHER CONSIDERATIONS
None

4. CONTINUE TO MATURE THE OFFICE OF THE STATEWIDE DATA COORDINATOR

AGENCY OPERATIONAL GOAL AND ACTION PLAN

The Office of the Statewide Data Coordinator provides leadership, best practices and support for agencies and institutions of higher education in development of their individual enterprise information management programs. The Statewide Data Coordinator will continue to foster and coordinate data knowledge collaboration and encourage data sharing between governmental entities and constituents by leveraging the Texas Open Data Portal. The Statewide Data Coordinator will mature the program by formalizing data related polices and data management rules and continuing to expand data literacy and knowledge throughout the state.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL

- Expand data literacy, education and utility by establishing data management courses, webinars and other resources that align with the Texas Data Management Framework's core principles.
- Leverage data sharing community meetings and the annual Texas Government Data Forum to advance education opportunities and training.
- Establish data policies and document best practices through collaboration with agency data professionals participating in the Texas Enterprise Information Management (TEIM) group and the Open Data Portal User Group (ODPUG); formalize, document, and publish approved polices.
- Improve the Texas Open Data Portal through the re-procurement and Request for Offer (RFO) process, ensuring that the new vendor contract provides enriched analytics and features for end customer portal engagement. This includes the creation of an awareness campaign and associated communication plan to increase portal participation by state agencies.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES

The Office of the Statewide Data Coordinator encourages and supports the development of agency data management programs which allows for data to more effectively be shared and analyzed. It also allows for a higher level of data quality and usefulness, leading to agency operational efficiencies and greater government transparency to all Texans.

OTHER CONSIDERATIONS

None

5. OPTIMIZE PROCESSES AND POLICIES WITHIN COOPERATIVE CONTRACTS PROGRAM

AGENCY OPERATIONAL GOAL AND ACTION PLAN

The Chief Procurement Office (CPO) provides leadership, best practices and support for DIR customers in procuring technology products and services. The CPO will continue to improve efficiencies to the Cooperative Contracts Program. The CPO will foster and coordinate information sharing between state agencies in the development of agile statements of work and continue to develop the education and outreach to expand contract negotiation knowledge, statement of work development, and technology procurements through DIR cooperative contracts. The CPO will foster competition for technology procurements within the Cooperative Contracts Program by ensuring choices exist for DIR customers to meet the technology purchasing threshold requirements of SB 533 (85R).

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL

- Fully implement improvements to the electronic procurement system and align procedures to further streamline and automate DIR procurement and contract management related processes; improving cycle times, increasing transparency and decreasing turnaround time, while maintaining security and confidentiality.
- Consolidate procurements of similar scope to minimize solicitation overhead, and improve cycle times between solicitation posting, and contract award.
- Improve the Statement of Work review process for agencies by improving the customer facing portal, and through internal system integration which will allow for enhanced tracking and reporting.
- Promote agile methodology for technology development by creating and offering useful statement of work tools, templates, resources, training, and customer outreach.
- Automate IT Staffing procurement processes that are currently performed manually. Provide digital processing by creating a customer and vendor portal, improving the IT staffing procurement process which will streamline staff augmentation processes, improve cycle times, and increase increase transparency, while maintaining security and confidentiality.
- Modernize contract terms and conditions to stay current with data protection terms, software licensing trends, uniqueness of cloud services, and other technology trends while maintaining strict adherence to statutory requirements, and optimal protection for customers.
- Establish contracting processes and document best practices through collaboration with DIR customers and the vendor community. Formalize, document, and publish approved polices.
- Improve content and search functionality on the DIR website, specifically the contract web pages.
- Build competition in awarded cooperative contracts by providing choices for DIR customers in procuring technology products and services, ensuring DIR customers meet the purchasing threshold requirements of SB 533.
- Provide customer training on technology purchasing in general, developing a Statement of Work, contracting for agile development, and negotiating using cooperative contracts as a starting point.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES
Improving the technology procurement process and statement of work oversight promotes technology leadership and opportunities through statewide collaboration and reduces duplicative efforts across agencies. These actions will mitigate risk by improving customer and vendor access to data, creating transparency to the public and improving cycle times by automating manual processes. In addition, providing training and customer outreach builds efficiencies statewide in technology purchasing and contracting which ultimately ensures no waste in taxpayer funds and fosters a culture of customer service.

OTHER CONSIDERATIONS
These actions will require internal and external resources to facilitate the transition and may require additional funding to acquire and deploy an automated procurement system.

REDUNDANCIES AND IMPEDIMENTS

1. BARRIERS TO AGENCY EFFECTIVENESS

SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Texas Government Code, Sec. 2054.376 applies to all information resources technologies, other than telecommunications service, advanced communications services, or information service.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IS INEFFICIENT/INEFFECTIVE AGENCY OPERATIONS	A prohibition of offering advanced communication and information services through our statewide technology centers conflict with how modern IT services are delivered.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Eliminate prohibition of advanced communication and information services.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	This change will foster competition for technology procurements and provide DIR's customers with a more efficient means of procuring these services.

2. BARRIERS TO AGENCY EFFECTIVENESS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Sec. 2054.0286 (d) sets forth the expiration date of the Statewide Data Coordinator
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT/INEFFECTIVE AGENCY OPERATIONS	An expiration date for the position prohibits the continued development and maturity of the overall Statewide Data Program.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Eliminate the expiration date of the Statewide Data Coordinator position. Consider changing the role to Chief Data Officer to strengthen the responsibility and visibility throughout state government.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Continuation of the program's goals to develop data sharing opportunities, increase government transparency and increase use of data analytics.

STATUTORY BASIS

DIR was created in 1989 and is enabled in Government Code Chapter 2054—the Information Resources Management Act. Over time, DIR's scope of responsibilities has expanded from its original focus—technology strategic and operational planning—to include Texas.gov, the Data Center Services Program, Chief Information Security Office, Network Security Operations Center and security services, telecommunication services and the Chief Procurement Office. Other relevant chapters implementing DIR programs include Government Code Chapters 2055, 2059, 2157, 2170, and 2262.

APPENDICES A & B: BUDGET STRUCTURE & PERFORMANCE MEASURE DEFINITIONS

GOAL A
PROMOTE STATEWIDE IR POLICIES AND INNOVATIVE, PRODUCTIVE AND EFFICIENT INFORMATION SYSTEMS

Promote a statewide environment that encourages efficient use and management of information resources and assist state leadership in achieving its goals through advice and recommendations on information resources issues.

OBJECTIVE 01 (A.01)
ENHANCE STATEWIDE ENTERPRISE MANAGEMENT OF INFORMATION RESOURCES (IR)

Enhance the statewide enterprise management of information resources (IR) by producing the biennial Statewide Information Resources Strategic Plan and performance reports, issuing statewide recommendations, reviewing national and international standards with recommendations for state applicability, providing IR education that facilitates continuing education certification requirements for IRMs and securing state assets.

STRATEGY 01 (A.01.01)
STATEWIDE PLANNING AND RULE AND GUIDELINE DEVELOPMENT

Produce the Biennial Statewide Information Resources Strategic Plan and related performance reports and analyses, issue statewide recommendations, provide a technology trends and management practices education forum for state agency personnel including Information Resources Managers (IRMs) and conduct interagency and intergovernmental workgroups. Develop rules and guidelines that establish statewide technology standards and best practices for agencies to manage and align their technology with their business environments and to guide effective project delivery.

STRATEGY 02 (A.01.02)
INNOVATION AND MODERNIZATION INITIATIVES

Leverage innovative technology and services to enable or improve agencies' productivity, efficiencies and citizen services. Provide leadership and guidance to state agencies through direct engagement to promote modernization of Texas agencies' IT infrastructure, software, and applications. Develop shared services for agency use, technology architectures, and best practices for modernization.

A.0101 | OUTCOME MEASURE 01
PERCENT OF DIR RECOMMENDATIONS ENACTED

DEFINITION | DIR makes recommendations to state leadership on statewide IR issues that affect agencies. This measure reflects the percentage of recommendations enacted compared to the number of recommendations made.

PURPOSE | DIR reviews technical issues affecting state agencies and provides reports to the legislature such as the Biennial Performance Report on Information Resources Management (BPR) and other reports. The recommendations in the reports address IR policy issues.

METHODOLOGY | The number of recommendations enacted through legislation is divided by the total number of recommendations made in legislative reports. Some recommendations may be modified by the legislature before adoption but are counted in the totals. Recommendations made and legislation enacted are counted manually.

DATA SOURCE | Recommendations included in required legislative reports and legislation enacted as a result of the recommendations.

DATA LIMITATIONS | The data is based on the current reporting period only.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

A.0101 | OUTCOME MEASURE 02
PERCENT OF ATTENDEES FAVORABLY RATING EDUCATION EVENTS

DEFINITION | This measure is a rating of the favorable response from attendees at all DIR's education events.

PURPOSE | DIR sponsors a variety of education programs and events. This measure helps monitor the usefulness to the attendees of the specific training event.

METHODOLOGY | The total number of favorable ratings is divided by the total number of evaluation responses received for the event.

DATA SOURCE | Evaluation sheets are distributed for each education event. Evaluation sheets request attendees to record their rating of educational events.

DATA LIMITATIONS | Limited by the attendees completing the evaluation sheets.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Low

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

A.01.01 | OUTCOME MEASURE 03
PERCENT OF IRMS MEETING CONTINUING EDUCATION (CE) REQUIREMENTS

DEFINITION | Measure reflects the percentage of agency IRMs that meet the CE requirements defined in the Continuing Education Guidelines.

PURPOSE | Each agency IRM must meet CE requirements which are determined by the agency IR budget level. The measure shows agency IRMs meeting continuing education

requirements and in compliance with DIR rules.

METHODOLOGY | Number is determined by analyzing reports submitted by IRMs and determining which IRMs are meeting CE requirements. Analysts manually compare reports submitted with the requirements to determine if IRMs are meeting the requirements. The number of agencies determined to be in compliance is then divided by the total number of agencies for which DIR CE rule applies.

DATA SOURCE | Reports are submitted by agency IRMs to DIR in the IRM Continuing Education Reporting system.

DATA LIMITATIONS | Accuracy of reports submitted by IRMs.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Low

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

A.01.01 | EFFICIENCY MEASURE 01
AVERAGE COST PER STATEWIDE IR RECOMMENDATION PRODUCED

DEFINITION | This measure calculates the average cost of making recommendations to the state leadership on IR issues.

PURPOSE | This measure shows the average cost for producing a recommendation. It is related to recommendations contained in enacted legislation.

METHODOLOGY | The total time spent developing recommendations is divided by the total number of recommendations, then multiplied by an average hourly rate, which includes average hourly staff salary, benefits and overhead.

DATA SOURCE | An electronic system is used to determine the total time spent on producing the recommendations. The recommendations in

the Biennial Performance Report on Information Resources Management and other legislative reports are counted manually.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | non- Cumulative

TARGET ATTAINMENT | Low

A.01.01 | OUTPUT MEASURE 01
NUMBER OF STATEWIDE IR RECOMMENDATIONS PRODUCED

DEFINITION | This measure is a count of statewide IR recommendations contained in the Biennial Performance Report on IR Management and other legislative reports.

PURPOSE | This measure is a count of recommendations produced by staff research on IR issues. This number is used to calculate the outcome measure, "Percent of DIR Recommendations Enacted."

METHODOLOGY | The number of recommendations in the Biennial Performance Report on Information Resources Management and other legislative reports is counted.

DATA SOURCE | Biennial Performance Report on Information Resources Management, other legislative reports, and other research sources. Reports required by the legislature vary and are sometimes requested on an ad hoc basis.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

A.01.01 | OUTPUT MEASURE 02
NUMBER OF BRIEFINGS, WORKGROUPS, AND FOCUS GROUPS CONDUCTED BY DIR

DEFINITION | Measure of DIR's hosting of briefings, workgroups, focus groups and agency-member committees within its enterprise governance structure, as well as other forums which benefit agencies by addressing information technology issues.

PURPOSE | To ensure DIR actively solicits collaborative input and promotes participation across all levels of government on statewide IR issues.

METHODOLOGY | Manual count of hosted briefings, workgroups and focus groups conducted by DIR.

DATA SOURCE | Count originates from DIR program communication plans as well as focus groups and other workgroups advertised in DIR ListServ notices.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

A.01.01 | OUTPUT MEASURE 03
NUMBER OF EDUCATION PROGRAMS PRODUCED

DEFINITION | Measure is a count of all educational events sponsored by DIR.

PURPOSE | DIR sponsors events in order to help educate agencies on technology and technology issues, and to provide continuing education to the IRM community.

METHODOLOGY | Manual count of all educational events sponsored by DIR.

DATA SOURCE | Projects identified in the DIR spreadsheet titled Sponsored Educational Events.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

A.01.01 | OUTPUT MEASURE 04
NUMBER OF RULES, GUIDELINES AND STANDARDS PRODUCED

DEFINITION | Measure is a manual count of the number of rules, guidelines and standards the agency publishes.

PURPOSE | DIR promotes the efficient use and management of information systems by publishing statewide rules, guidelines, and standards. Rules, guidelines and standards establish statewide direction for agencies implementing IR technologies. These directly impact agency IR projects and management of such projects.

METHODOLOGY | Manual count of rules, guidelines and standards produced during the quarter.

DATA SOURCE | Manual count of the number of rules, guidelines and standards dealing with separate technologies or technology management practices. Rules are documented in DIR Board minutes. Guidelines and standards are listed on a spreadsheet titled "Rules Guidelines and Standards Reviewed and Produced."

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

A.01.01 | OUTPUT MEASURE 05
NUMBER OF STATE AGENCY PERSONNEL TRAINED ON FRAMEWORK AND PROJECT DELIVERY

DEFINITION | This measure is a count of agency personnel that participate in framework and project delivery training and educational events.

PURPOSE | Reflects state agencies' interest in framework and project delivery educational events by monitoring state agency staff attendance.

METHODOLOGY | Manual count of all state personnel attending framework and project delivery educational events.

DATA SOURCE | Information is collected from attendance roster at framework and project delivery educational events and summarized in the spreadsheet titled "Framework and Project Delivery Educational Events" or other logs maintained in the Chief Administrative Office.

DATA LIMITATIONS | Count may be inaccurate if attendees do not register as state employees by identifying the agency they are representing. This may reduce the actual count reported.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

A.01.02 | Output Measure 01
Number of Technology Solutions and Services Reviewed

DEFINITION | This measure is a count of technology solutions and services reviewed.

PURPOSE | This measure is a count of technology solutions and services reviewed which indicate potential means to increase production and /or improve efficiencies of agencies and citizen services. Reviews may result in developing shared services for agency use, technology architectures, and best practices.

METHODOLOGY | The number of technology solution and services reviewed is counted.

DATA SOURCE | The reviewed items will be tracked and entered into a database.

DATA LIMITATIONS | None

KEY MEASURE | Yes

NEW MEASURE | Yes

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

A.01.02 | OUTPUT MEASURE 02
NUMBER OF AGENCIES PARTICIPATING IN PILOT PROJECTS FOR ENTERPRISE SOLUTIONS

DEFINITION | This measure is a count of agency participation in pilots coordinated by DIR.

PURPOSE | This measure is a count of agencies who participate in DIR facilitated pilots, exhibitions, or presentations of enterprise solutions and services. Participation could result in modernization of agencies IT infrastructure, software and applications.

METHODOLOGY | The number of agency participations in pilots, exhibitions or presentations of enterprise solutions and services is counted.

DATA SOURCE | The agency participation will be tracked and entered into a database.

DATA LIMITATIONS | Participation is voluntary.

KEY MEASURE | Yes

NEW MEASURE | Yes

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

GOAL

MANAGE THE COST-EFFECTIVE DELIVERY OF IT COMMODITIES AND SHARED SERVICES

Assist state agencies and other governmental entities in achieving their objectives through the most cost-effective acquisition and delivery of IT commodities and services, shared IT services,

telecommunications, and network services.

OBJECTIVE O1 (B.01) AGENCIES' ACQUISITION AND USE OF INFORMATION TECHNOLOGY

MAXIMIZE THE STATE'S BUYING POWER FOR IT COMMODITIES AND

STRATEGY 01 (B.0101)

MANAGE PROCUREMENT INFRASTRUCTURE FOR IT COMMODITIES AND SERVICES

OBJECTIVE 02 (B.02)
PROVIDE CONSOLIDATED/SHARED IT SERVICES TO STATE AGENCIES AND OTHER GOVERNMENTAL ENTITIES

Provide consolidated/shared IT services to state agencies and other government entities in Texas and other states.

STRATEGY 01 (B.02.01)
DATA CENTER SERVICES

Implement, monitor, and maintain consolidated Data Center Services.

OBJECTIVE (B.03)
STATE ELECTRONIC INTERNET PORTAL

Provide a state electronic internet portal where citizens and other customers may access state and local governmental information and services.

STRATEGY 01 (B.03.01)

TEXAS.GOV

Manage contracts for Texas.gov, the state of Texas e-government portal.

OBJECTIVE (B.04)
REDUCE CAPITAL COMPLEX TELEPHONE SYSTEM PRICES, RESPONSE TIME AND COMPLAINT RESOLUTION TIME

Provide a Capitol Complex Telephone System (CCTS) basic station rate that is 5 percent or more below the estimated average local exchange carrier price for basic business service.

STRATEGY 01 (B.04.01)
CAPITAL COMPLEX TELEPHONE SYSTEM

Maintain and increase the capabilities of the Capital Complex Telephone System.

OBJECTIVE (B.05)
PROVIDE VOICE AND DATA SERVICES

Provide secure telecommunication services that deliver business value through use of traditional utility methods (legacy TEX-AN) and through converged IP communications services (enhanced TEX-AN) that, on a statewide basis, are below average industry prices when compared to a sampling of rates published by service providers registered with the Texas Public Utility Commission for Intralata and Interlata providing like voice traffic, data, and other media services to customers in Texas.

STRATEGY 01 (B.05.01)

NETWORK SERVICES

Maintain Legacy TEX-AN and provide enhanced TEX-AN network services. Maintain statewide network services and provide a shared infrastructure to support converged IP communications services

B.01 | OUTCOME MEASURE 01
PERCENT OF ELIGIBLE TEXAS LOCAL GOVERNMENT ENTITIES USING DIR SERVICES

DEFINITION | The percentage of eligible government entities voluntarily using DIR's cooperative contracts.

PURPOSE | Measures DIR's penetration of the local government market.

METHODOLOGY | The number of eligible local government entities executing transactions divided by the total number of eligible local

government entities. Eligible entities are defined as political subdivisions and other local government entities authorized to use DIR contracts by Texas Government Code Sections 2054.0565(b), 2054.003(9), and 2170.004(5). Eligible entities include: city and county governments, school districts, junior colleges, special districts, municipal water districts, and public libraries. The total universe of eligible governmental entities is derived from the latest U.S. census data.

DATA SOURCE | Transactions from eligible entities are calculated via contracts and vendor reports listing each entity that has used DIR services queried from the cooperative contracts database.

DATA LIMITATIONS | This measure relies on the latest U.S. census data which may not capture current municipalities or newly established municipalities and the accuracy of vendors' sales reports.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.01.01 | EFFICIENCY MEASURE 1
AVERAGE COST RECOVERY RATE FOR COOPERATIVE CONTRACTS

DEFINITION | This measure represents the average cost recovery rate applied to all sales from cooperative contracts.

PURPOSE | Measures efficiency of program.

METHODOLOGY | Divide the total administrative fees collected by gross sales to determine the average cost recovery rate.

DATA SOURCE | Vendor sales reports and DIR financial systems.

DATA LIMITATIONS | Accuracy of data provided by vendors.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.01.01 | OUTPUT MEASURE 01
TOTAL CONTRACT SAVINGS AND COST AVOIDANCE PROVIDED THROUGH DIR CONTRACTS

DEFINITION | A measure intended to assess the competitiveness of a DIR contract.

PURPOSE | Demonstrates savings and cost avoidance to agencies and local governments.

METHODOLOGY | For new contracts, DIR utilizes projected top selling products and/or services to calculate cost avoidance for the entire contract. For existing contracts, DIR uses actual top selling products and/or services, based on actual sales data for the contract. Cost avoidance percentage is calculated by product and/or service, subtracting the DIR contracted price from the benchmark comparison price to develop the cost avoidance percentage. These cost avoidance percentages for each product and/or service are then averaged. The individual percentages are averaged to calculate an overall cost avoidance rate which is then applied to all sales for the contract. If no benchmark is available, DIR uses the negotiated price discount from Manufacturers Suggested Retail Price (MSRP) as a savings. With the procurement of Deliverables Based IT Services (DBITS) where pricing is not part of the contract award, DIR will not perform a cost avoidance or benchmark for those contracts. In instances where no cost avoidance is conducted, a cost avoidance justification memo to file will be created. Cost avoidance will be conducted in accordance with the Cooperative Contracts Operating Policies and Procedures within the Chief Procurement Office. Due to the complexity and diversity of IT contracts, DIR may employ differing methodologies to assess the competitiveness of DIR contracts in the marketplace.

DATA SOURCE | The DIR final negotiated price, or discount from MSRP, for DIR contracts is used to compare products and services against other purchasing cooperatives and/or other states to derive a marketplace price that can be used to calculate a cost avoidance multiplier. Actual sales data is derived from the DIR's data warehouse that stores monthly vendor submitted sales reports.

DATA LIMITATIONS | Availability of an appropriate benchmark price for comparison. Benchmark prices are derived, where possible, from other like cooperatives and/or other states with comparable contracts. Benchmark pricing is used to compare against the DIR contracted price. Some IT services have no comparable marketplace price from which to derive a benchmark price; in those instances, no cost avoidance can be calculated. In instances where no cost avoidance is conducted, a cost avoidance Justification Memo to file will be created. The Deliverables Based IT Services procurement does not include pricing as part of the contract award, therefore, DIR will not perform a cost avoidance or benchmark for that contract. Sales data is submitted to DIR by the vendor in the month following the sale. Due to the timing of the receipt of sales data, DIR provides estimated performance metrics at the time of the required quarterly submission and submit revised numbers for those metrics the following quarter.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

B.01.01 | EXPLANATORY MEASURE 1
TOTAL DIR GROSS SALES

DEFINITION | Measure represents the total gross sales from all cooperative contracts for IT commodities and services.

PURPOSE | Measures the use of DIR's contracts.

METHODOLOGY | Sum total of all sales from IT commodity and service contracts (cooperative contracts).

DATA SOURCE | Vendor's sales reports

DATA LIMITATIONS | Accuracy of data provided by vendors.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.01.01 | EXPLANATORY MEASURE 02
NUMBER OF EXEMPTIONS REQUESTED FOR IT COMMODITIES AND SERVICES

DEFINITION | Number of exemptions requested by state agencies for the purchase of IT commodities and services.

PURPOSE | Measures DIR's ability to meet state agency needs for IT commodities and services.

METHODOLOGY | Manual count

DATA SOURCE | Exemptions requested by state agencies.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.02 | OUTCOME MEASURE 01
PERCENT OF MONTHLY MINIMUM SERVICE LEVEL TARGETS ACHIEVED FOR DATA CENTER SERVICES

DEFINITION | Measures overall service level outcomes for consolidated data center systems.

PURPOSE | This measure documents the extent to which data center services meet minimum expectations for an array of metrics addressing system availability, problem resolution, and completion of designated scheduled deliverables. Service level measures designated as "critical" by DIR are those deemed most important based on input from state agencies and with respect to which the State may become entitled under the Agreement to receive financial credits if the service provider repeatedly fails to satisfy the service level standard.

METHODOLOGY | The initial Critical Service Level Matrix of 30 critical service levels is defined in the Data Center Services (DCS) Agreement. The DCS contract library contains documentation of the matrix, modifications to the designation of a measure as "critical," and changes to the financial credits associated with not meeting a particular "critical" measure. The percentage is calculated by using the following formula: (number of monthly critical minimum service levels met during the period) divided by (total number of monthly critical service levels measured during the period) times 100%.

DATA SOURCE | Monthly service level performance reports for service level targets on the Critical Service Level Matrix. The provider for consolidated DCS will prepare the reports. Minimum service level targets are specified on the Critical Service Level Matrix in the Agreement.

DATA LIMITATIONS | In response to changes in State of Texas business needs and priorities as communicated by state agencies, DIR retains flexibility under the Agreement to increase or decrease the number of service level measures that it designates as "critical" and are included in the Critical Service Level Matrix. Under defined condition, the state may be entitled to financial credits, if the service provider repeatedly fails to meet individual service level standards that DIR designates as "critical."

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

GOAL B.02 | OUTCOME MEASURE 02

Percent of Customers Satisfied with Data Center Services Contract Management.

DEFINITION | This measure reflects the percent of chief executives or their designees from DCS customer agencies (DIR Customers) that respond to the customer satisfaction survey question and report a favorable rating for the job DIR is doing in carrying out DCS contract management.

PURPOSE | This measure documents the extent to which a survey of all chief executives from participating DCS agencies rate DIR's contract management of the DCS Program as good or excellent (positive rating).

METHODOLOGY | The percentage is calculated using the following formula: (respondents rating the DCS contract management job DIR is doing as good or excellent) divided by (all respondents giving a rating) times 100%.

DATA SOURCE | Annual customer satisfaction survey conducted (online, by telephone, or in-person) by an independent market research firm.

DATA LIMITATIONS | Depends on obtaining survey responses (ratings) from the chief executives of the agencies participating in the DCS Program (DIR Customers) as part of the annual DCS executive-level customer satisfaction survey.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.03 | OUTCOME MEASURE 01
PERCENT OF VISITORS SATISFIED WITH TEXAS.GOV

DEFINITION | This measure reflects the percentage of visitors that complete the customer satisfaction survey and have a favorable experience.

PURPOSE | The percentage of visitors that are satisfied with their experience using Texas.gov shows that the site is providing a valuable service. It is imperative the satisfaction level remains very high to ensure quality of service. Declining satisfaction rates may be indicative of problems with the Texas.gov site and services offered.

METHODOLOGY | Texas.gov will provide the customer satisfaction survey instrument on each application. Results will be collected online and analyzed quarterly for trends. The number of satisfied survey respondents divided by total survey responses.

DATA SOURCE | Customer satisfaction survey instrument available continually on the Texas.gov individual services.

DATA LIMITATIONS | Depends on the number of visitors that complete the survey instrument.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.03.01 | EXPLANATORY MEASURE 1
TEXAS.GOV COLLECTIONS DEPOSITED INTO THE GENERAL REVENUE FUND

DEFINITION | This measure reflects the annual General Revenue generated for the State by Texas.gov operations.

PURPOSE | This measure indicates the annual contribution made by Texas.gov to State General Revenue.

METHODOLOGY | The Texas.gov General Revenue is a percentage calculated based on the terms in the vendor Master Agreement and the vendor Master Work Order Agreement.

DATA SOURCE | Monthly Texas.gov reports provided by service provider.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.03.01 | OUTPUT MEASURE 1
NUMBER OF SERVICES AVAILABLE THROUGH THE PORTAL

DEFINITION | This measure reflects the number of online services available through the state electronic internet portal, Texas.gov.

PURPOSE | This measure shows the growth in the number of online services available through the state electronic internet portal, Texas.gov.

METHODOLOGY | New services are brought online through various governance mechanisms. The number and list of services are tracked by the vendor.

DATA SOURCE | Monthly Texas.gov financial report provided by vendor.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

B.03.01 | OUTPUT MEASURE 02
NUMBER OF TRANSACTIONS CONDUCTED THROUGH THE PORTAL

DEFINITION | This measure reflects the number of payment transactions processed through the state electronic internet portal, Texas.gov.

PURPOSE | This measure indicates the number of payment transactions processed through Texas.gov.

METHODOLOGY | Each online payment transaction is captured by the state electronic internet portal, Texas.gov, payment service and routed through the banking and credit card systems.

DATA SOURCE | Monthly state electronic internet portal, Texas.gov report provided by vendor.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

B.04 | OUTCOME MEASURE 01
PERCENT OF CUSTOMERS SATISFIED WITH CCTS

DEFINITION | This represents the relative amount of customers who are pleased with the level of customer services performed in their area.

PURPOSE | Measure is important indicator of how well DIR is serving its customers.

METHODOLOGY | Customer satisfaction results are entered into a database and are based on the web survey responses from CCTS users. Results are averaged based upon the number of survey responses.

DATA SOURCE | Information is taken from a web survey which CCTS customers can access and input via DIR's website.

DATA LIMITATIONS | Dependent upon customer response to a DIR survey.

KEY MEASURE | Yes

New MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.04.01 | EFFICIENCY MEASURE 01
PERCENT OF CCTS COMPLAINTS/PROBLEMS RESOLVED IN 8 WORKING HOURS OR LESS

DEFINITION | The percentage of trouble tickets completed within eight working hours.

PURPOSE | Measure counts the number of trouble tickets completed within eight working hours for the reporting period. Fast turnaround time is important to maintain high customer satisfaction.

METHODOLOGY | The CCTS Manager uses the CCTS trouble ticket Management system report on trouble tickets by Technician to manually count from the report of the entries of trouble tickets that took less than eight hours. This number is subtracted from the total number of trouble tickets which is calculated by the report. The count of those that took less than eight hours is given as a percent of the total number of trouble tickets completed for the reporting period obtained.

DATA SOURCE | The CCTS Help Desk receives a trouble call that requires a technician to be dispatched. A trouble ticket is filled out with information on the call including time started, trouble code, etc. When the problem is fixed, the trouble ticket is completed with arrival time, time completed, parts used, etc. This information is entered into the CCTS Trouble Ticket Management System.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B 04.01 | EFFICIENCY MEASURE 02
CCTS TROUBLE TICKETS AS% OF LINES IN SERVICE

DEFINITION | The percent of trouble tickets as compared to the number of basic lines in service.

PURPOSE | Measure counts the number of CCTS trouble tickets reported as a percent of total basic lines in service. This measure is important to gauge the number of stations requiring repairs during the course of a year and thus the increasing demands for technicians, as well as maintenance trends as the system expands.

METHODOLOGY | The CCTS Manager will divide the number of trouble tickets completed for the reporting period by the average number of stations on the system.

DATA SOURCE | The number of trouble tickets is derived from the CCTS Trouble Ticket management system reports. The number of trouble tickets is divided by the number of basic lines (standard stations) billed each month.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05 | OUTCOME MEASURE 01
PERCENT OF CUSTOMERS SATISFIED WITH TEX-AN

DEFINITION | The percent of customer satisfaction achieved for TEX-AN operations.

PURPOSE | Indicator of customer satisfaction with TEX-AN services provided by staff and vendors.

METHODOLOGY | Customer satisfaction results are entered into a database and are based on the web survey responses from TEX-AN users. Results are averaged based upon the number of survey responses.

DATA SOURCE | Information is taken from a web survey which TEX-AN customers can access and input via DIR's website.

DATA LIMITATIONS | Dependent on response to DIR survey.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.05.01 | EFFICIENCY MEASURE 01 AVERAGE PRICE PER INTRASTATE MINUTE ON TEX-AN

DEFINITION | Average price per minute for intrastate long-distance calls.

PURPOSE | Intended to show the average price per minute charged for Intrastate calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for intrastate calls.

DATA SOURCE | The dollar amounts and the number of minutes for Intrastate calls (Interlata and Intralata) are obtained from the tele-management system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated access). Rounding differences may impact the recalculation of the Communications Technology Services (CTS) performance measures due to the number of decimal places from the vendor systems and the DIR systems.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05.01 | EFFICIENCY MEASURE 02 AVERAGE PRICE PER INTERSTATE MINUTE ON TEX-AN

DEFINITION | Average price per minute for interstate long distance calls.

PURPOSE | Intended to show the average price per minute charged for Interstate calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for interstate calls.

DATA SOURCE | The dollar amounts and the number of minutes for Interstate calls are obtained from the tele-management system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated access). Rounding differences may impact the recalculation of the CTS performance measures due to the number of decimal places from the vendor systems and the DIR systems.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05.01 | EFFICIENCY MEASURE 03 AVERAGE PRICE PER TOLL-FREE MINUTE ON TEX-AN

DEFINITION | Average price per minute for toll-free calls.

PURPOSE | Intended to show the average price per minute charged for toll-free calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for toll-free calls.

DATA SOURCE | The dollar amounts and the number of minutes for toll-free calls are

obtained from the tele-management system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated access). Rounding differences may impact the recalculation of the CTS performance measures due to the number of decimal places from the vendor systems and the DIR systems.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05.01 | EFFICIENCY MEASURE 04
TEX-AN TROUBLE TICKETS AS PERCENT OF CIRCUITS

DEFINITION | The percentage of trouble tickets reported as a percentage of total circuits. Trouble tickets are defined as service actions identified by DIR or DIR's customers for vendor resolution.

PURPOSE | Measure counts the number of trouble tickets as a percentage of circuits. This measure is important to gauge overall quality of circuits during the course of the year.

METHODOLOGY | The number of trouble tickets reported is divided by the number of circuits billed.

DATA SOURCE | TEX-AN vendors are required to provide monthly reports on the trouble tickets reported. This is compared to the total circuits as billed by the company.

DATA LIMITATIONS | None

KEY MEASURE| No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05.01 | EFFICIENCY MEASURE 05
AVERAGE PRICE OF DATA SERVICES.

DEFINITION | The price for providing a data circuit from end to end for a TEX-AN customer (based on T1 circuits).

PURPOSE | Data rates for TEX-AN services can be compared against agreed upon negotiated rates based on user and industry input.

METHODOLOGY | The number of circuits are obtained from the total for all customers from the tele-management system for the reporting period. The dollar amount billed is divided by the corresponding total count of circuits. The port charge is added, and the total multiplied by two.

DATA SOURCE | The count of circuits and amounts billed are obtained from the total for all customers in the Tele-management System for the reporting period.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

GOAL C
PROMOTE EFFICIENT SECURITY

Assist state agencies and institutions of higher education in the protection of information, information resources, compliance requirements, and risk reduction with best practices and guidelines through cybersecurity education, training, risk management tools, and cybersecurity related services.

OBJECTIVE 01 (C.01)

Develop and assure compliance of statewide security standards, policies, and guidelines for protection of information resource (IR) assets. Support the state's Homeland Security efforts through technical analysis, training, and

awareness efforts and through proactive prevention, threat reduction, and responses to IR security threats. Lead workgroups of state agencies and institutions of higher education, including the Statewide Information Security Advisory Committee and the Information Security Working Group, to discuss issues and collaborate on security initiatives.

Protect the state's information resources through monitoring, testing, and assessment services which assist state agencies and institutions of higher education in identifying and addressing vulnerabilities, risks, and threats. Services may include network monitoring and testing, security assessments, and 24/7 alert systems.

STRATEGY 01 (C.01.01)
SECURITY POLICY & AWARENESS

Provide security policy, assurance, education and awareness.

STRATEGY 02 (C.01.02)
SECURITY SERVICES

Assist State Entities in Identifying Security Vulnerabilities.

C.01 | OUTCOME MEASURE 01
PERCENT OF AGENCIES' CRITICAL SECURITY VULNERABILITIES REDUCED

DEFINITION | Percentage of agencies' critical security vulnerabilities reduced as calculated from voluntary responses from agencies.

PURPOSE | This measure will focus on the effectiveness of the DIR third-party assessments to mitigate security vulnerabilities. It will also assist in the increase of awareness to threats to information resources.

METHODOLOGY | Number of critical security vulnerabilities remediated voluntarily reported divided by total number of critical security vulnerabilities identified.

DATA SOURCE | Data will be obtained from remediation reports voluntarily submitted by

the agencies in response to DIR sponsored vulnerability assessments.

DATA LIMITATIONS | Number of critical security vulnerabilities existing on agency networks. Timeliness and accuracy of agency remediation reports. Agencies that participate are not required to send DIR a copy of the report due to security sensitivities.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

C.01.02 | EFFICIENCY MEASURE 01
AVERAGE COST OF SECURITY CONTROLLED PENETRATION TESTS

DEFINITION | This measure determines the average costs to manage a security assessment.

PURPOSE | Allows analysis of security assessment management.

METHODOLOGY | The vendor's average value of a security-controlled penetration test

DATA SOURCE | Vendor's average value of a Controlled Penetration Test

DATA LIMITATIONS | Agency participation in security assessment is voluntary.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

C.02.02 | OUTPUT MEASURE 01
NUMBER OF STATE AGENCY SECURITY ASSESSMENTS PERFORMED

DEFINITION | Number of third-party state agency security assessments performed.

PURPOSE | To assess security program capabilities and make recommendations regarding appropriate actions.

METHODOLOGY | Manual count of individual completed security assessments.

DATA SOURCE | Count of agencies participating in DIR sponsored network security assessments as it relates to statewide cyber security services.

DATA LIMITATIONS | Participation by agencies is voluntary.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

C.02.02 | OUTPUT MEASURE 02
NUMBER OF SECURITY CONTROLLED PENETRATION TESTS

DEFINITION | Number of DIR-sponsored third-party controlled penetration tests of state agencies' and other authorized entities' networks.

PURPOSE | To assess network vulnerabilities and make recommendations regarding appropriate corrections.

METHODOLOGY | Manual count of individual security-controlled penetration tests including follow-up or additional tests of the same state entity.

DATA SOURCE | Count of agencies (provided by third party vendor) participating in DIR sponsored network security-controlled penetration tests.

DATA LIMITATIONS | Participation by agencies is voluntary.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

C.02.02 | OUTPUT MEASURE 01
STATE AGENCY PARTICIPATION IN DIR PROVIDED SECURITY TRAINING OFFERINGS

DEFINITION | Number of state agencies, including institutions of higher education, which participate in DIR provided security training offerings.

PURPOSE | Reflects state agencies and institutions of higher education interest and awareness in cyber security by monitoring attendance.

METHODOLOGY | Manual count of all registrations and attendance records for cyber security training offerings.

DATA SOURCE | Information is collected from attendance and registrations records maintained by DIR staff.

DATA LIMITATIONS | Count may be inaccurate if attendees do not register individually for web-based training or indicate attendance at in person training

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

GOAL D
INDIRECT ADMINISTRATION

DIR is responsible for delivering a shared technology infrastructure to more effectively plan and manage the state's investment in information and communications technology. DIR is responsible for delivering managed services to other state agencies and local government entities.

These services include DCS to other state agencies, communications technology services to state agencies, and local government entities

through CCTS and TEX-AN, an IT commodities purchase program that provides lower cost products to agencies and other governmental entities through DIR negotiated contracts, network security services for IT and telecommunications networks, and the Texas.gov web portal.

While central administration supports the agency, the agency is a provider of services to all agencies and local governmental units in the entire state and the ability to deliver these services requires administrative resources that support the service delivery operations. This description applies to the objective and all strategies of this goal.

OBJECTIVE 01 (D.01)
INDIRECT ADMINISTRATION

STRATEGY 01 (D.01.01)
CENTRAL ADMINISTRATION

STRATEGY 02 (D.01.02)
INFORMATION RESOURCES

STRATEGY 03 (D.01.03)
OTHER SUPPORT SERVICES

APPENDIX C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

DIR's Historically Underutilized Business (HUB) Program has the dual role of increasing HUB participation at the state level through the Cooperative Contracts Program and for DIR through its internal procurement. These procurements have reportable and non-reportable expenditures. The reportable expenditures reflected in the state HUB goals were established by the 2009 State of Texas Disparity Study and Texas Comptroller of Public Accounts (CPA). The non-reportable expenditures are documented in DIR's HUB report in the Supplemental Letter to the CPA. DIR does not receive HUB credit toward the HUB goals. DIR strongly believes in the HUB program and establishes HUB goals for all DIR contracts regardless of whether the expenditures are reportable.

When issuing internal solicitations, DIR uses the CPA's Centralized Master Bidders List and each appropriate HUB vendor is given an opportunity to respond to the solicitation. DIR posts most solicitations for 30 days, exceeding the state's requirement of 14 days in a good faith effort to include HUBs.

Statewide Enterprise contracts, including the contracts for DCS, Texas.gov and TEX-AN, have HUB subcontracting plans. DIR continues to work with the vendors to identify subcontracting opportunities for each of these contracts.

The Cooperative Contracts Program provides significant opportunities for participating agencies to increase their HUB utilization. In FY 2017 there were approximately 322 contracts offered through HUB prime vendors and additional opportunities were available through 616 HUB resellers. More than 35% of cooperative contracts purchases were made using HUB vendors for the first half of FY 2017.

Gov. Code, Chapter 2155, requires DIR to purchase goods and services from established statewide contracts that meet the agency's requirements. If the agency cannot find a product or service under the contract, then the agency is given delegated authority to contract.

DIR's internal policy is to use HUBs for goods and services whenever feasible. When contracting with non-HUB vendors, DIR uses good faith efforts when working with its contractors to explore HUB subcontracting opportunities.

The DIR HUB Office works closely with the purchasing department to integrate the purchasing guidelines and the HUB rules to facilitate implementation and compliance for each DIR internal purchase. Both departments work closely with other internal departments to ensure qualified HUBs are included in procurement opportunities for purchases exceeding $5,000. For purchases of $5,000 or less, the utilization of HUB firms by DIR personnel is encouraged to the maximum extent possible. DIR sends bidding opportunities to minority trade organizations, chambers of commerce, and small business development centers.

The complete set of DIR HUB procedures may be found in the HUB Policy and Procedures Manual which is maintained by the HUB Program staff.

DIR's improvement efforts for increased HUB utilization will continue to include:

- Implementation of internal procurement initiatives that include stricter bid requirements than those set by the Office of the Comptroller's Statewide Procurement Division (SPD)
- Development of prime contractor and HUB subcontractor relationships through DIR's Mentor Protégé Program
- Increased awareness of DIR procurement opportunities through the agency's website
- Electronic State Business Daily, local commerce events and statewide forums
- Attendance by the HUB coordinator at pre-bid conferences to provide subcontracting instructions
- Host or co-host two annual economic opportunity forums
- Host annual training for DIR employees
- Coordination of networking opportunities for vendors to meet key DIR staff
- Attendance at economic opportunity forums and HUB-oriented trade fairs with bid opportunities
- Identify and participate, whenever possible, in activities provided by the state or an agency of the state that encourage the inclusion of minority and/or woman-owned businesses, such as the HUB Discussion Workgroup
- Interact with minority trade organizations, chambers of commerce and small business development centers to answer questions and provide HUB information
- Identification and assistance for HUB contractors who need certification or re-certification
- Meet with DIR Procurement and Contracting Board Subcommittee quarterly
- Analyze expenditures by division and communicate suggestions for increased HUB participation

DIR strongly encourages HUB and Minority and Women Business Enterprise (MWBE) vendors to compete for all DIR procurement opportunities. DIR actively encourages HUB vendors to work with prime vendors as resellers or subcontractors. All DIR solicitation conferences include a presentation on the HUB Subcontracting Plan requirements. For large solicitations, DIR will conduct a separate opportunity forum specifically for HUB and prime vendors to meet one another and discuss opportunities for partnering.

DIR's HUB program has a dual role of increasing HUB participation through DIR internal procurement and the Cooperative Contracts Program by:

- Promoting full and equal opportunities for all vendors in state contracting
- Encouraging and assisting HUBs in acquiring CPA HUB Certification
- Increasing awareness of HUB opportunities through education, communication, training, and innovative outreach efforts

A copy of the HUB report pursuant to 84R, GAA, Art IX, Sec. 7.07 is available on the DIR website: www.dir.texas.gov.

APPENDIX F: WORKFORCE PLAN

CURRENT WORKFORCE PROFILE

GENDER AND AGE

DIR currently has a legislative appropriations cap of 198 full time equivalent (FTE) positions for FY 2018 and FY 2019. As of May 8, 2018, DIR's headcount stood at 193 employees. The workforce consists of 52% females and 48% males. Approximately 87% of the agency's employees are age 40 or over, while 3% are under 30 years of age. The average age of Department employees is 50. With only 13% of DIR's workforce under the age of 40, the agency must aggressively implement succession planning, effective recruitment, and a retention strategy to ensure the fulfilment of DIR's mission.

Employee Age (Years)

- 60+ 17%
- UNDER 30 3%
- 30-39 10%
- 50-59 36%
- 40-49 34%
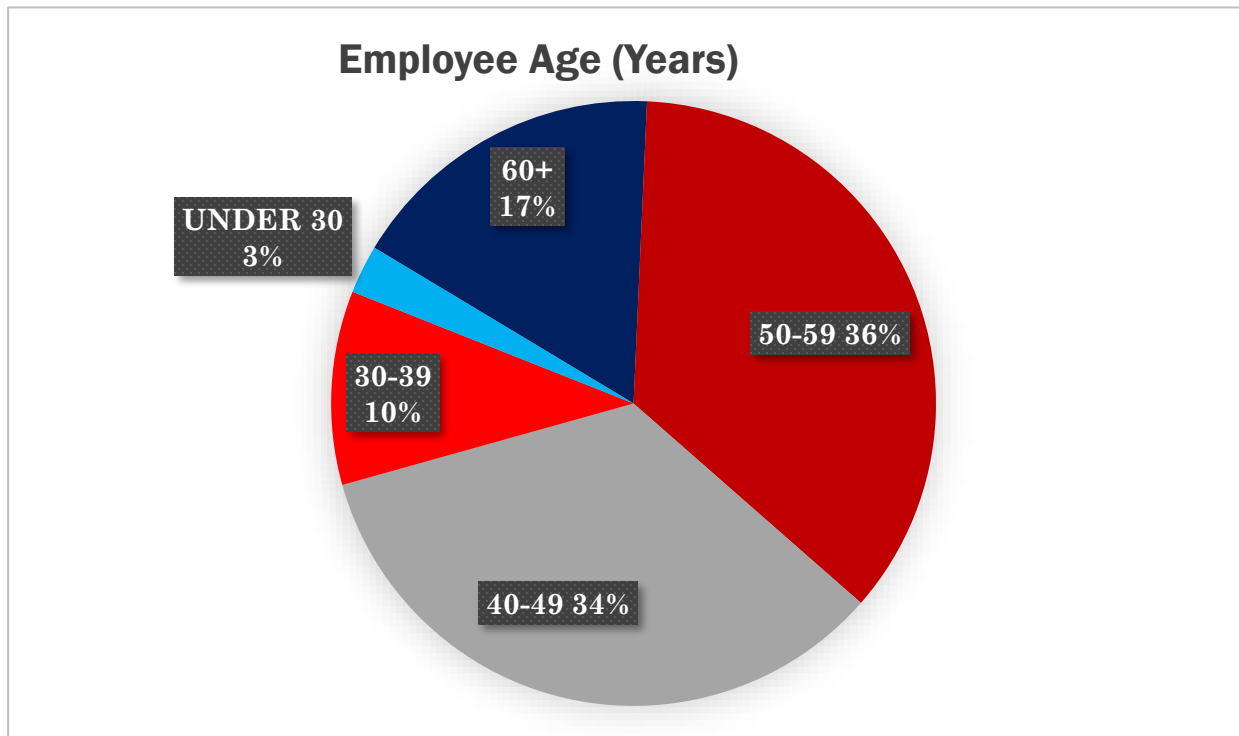
EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES

DIR has a highly educated workforce with many professional employees holding advanced degrees and credentials. Many technical employees hold various degrees and certifications. Fifty-nine percent (59%) of DIR's employees are in the Professional category. The next highest category is Officials and Administration at 19%. The technical staff make up 17% and the Administrative Support Staff make up 6% of DIR's staff.

Equal Employment Opportunity Job Category

- 59% Professional
- 19% Official/Administrator
- 17% Technical
- 6% Administrative Support
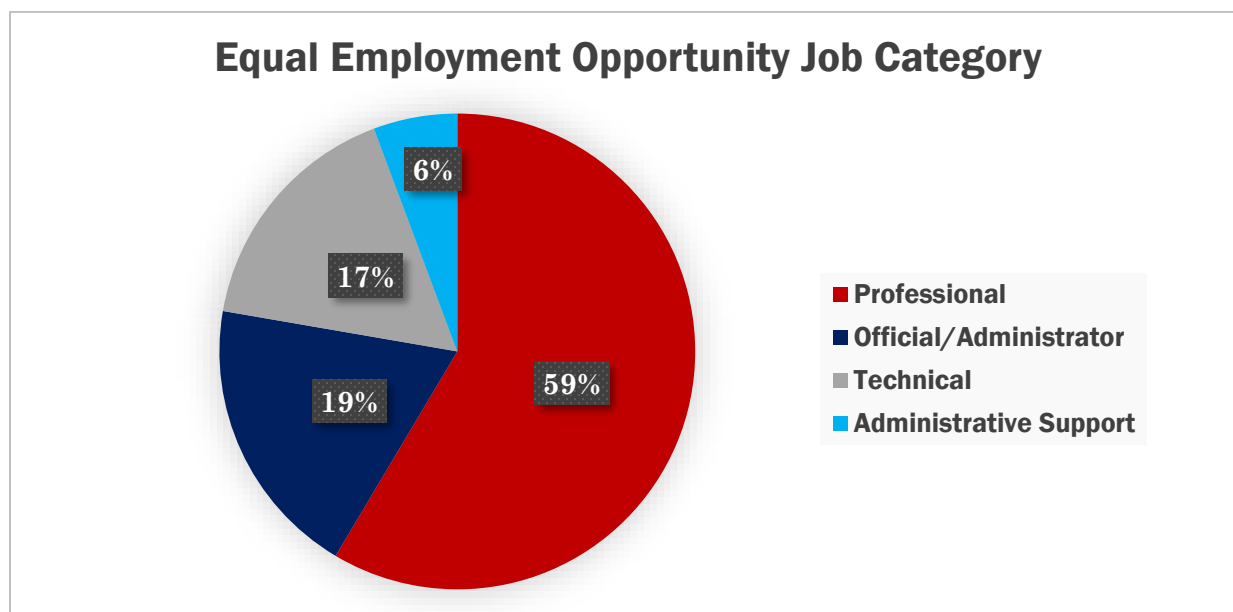
WORKFORCE DIVERSITY

DIR is committed to providing equal employment opportunity. Employment decisions are not influenced by race, color, religion, sex, national origin, age, disability, genetic information or any other extraneous factor. DIR makes every effort to recruit, select, and retain a qualified workforce that is representative of the state's civilian labor force and DIR will continue to work diligently to meet the equal opportunity employment goals of the State of Texas.

As of May 8, 2018, African Americans and Hispanics comprised 32% of DIR's workforce. The following table provides a comparison of DIR's labor force with the state's labor force.

EEO Job Category	African Americans		Hispanic Americans		Female	
As of 5/8/2018	State*	DIR	State*	DIR	State*	DIR
Professional	10%	15%	19%	15%	55%	57%
Official/Administrator	7%	8%	22%	14%	37%	43%
Technical	14%	16%	27%	25%	55%	38%
Administrative Support	15%	36%	35%	27%	72%	82%

Equal Employment Opportunity and Minority Hiring Practices Report, FY 2015-2016

TENURE

The average length of service for DIR's employees, at DIR, is seven years. Approximately 55% of DIR's employees have five or more years of service at the agency.
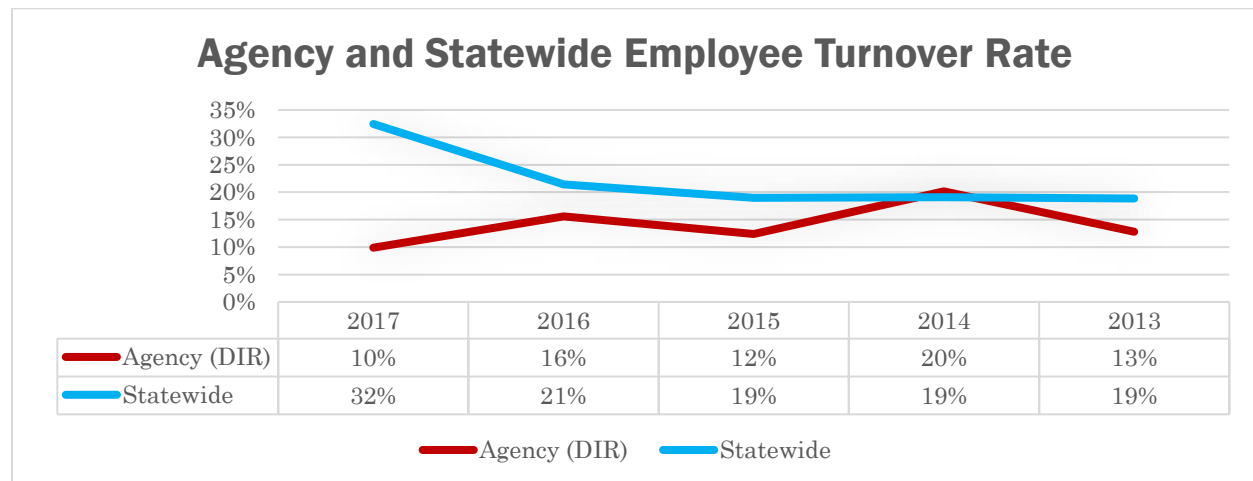
Agency State Service (Years)

Over 20	15-20	10-14	5-9	2-4	Less than 2
3%	15%	16%	21%	31%	14%
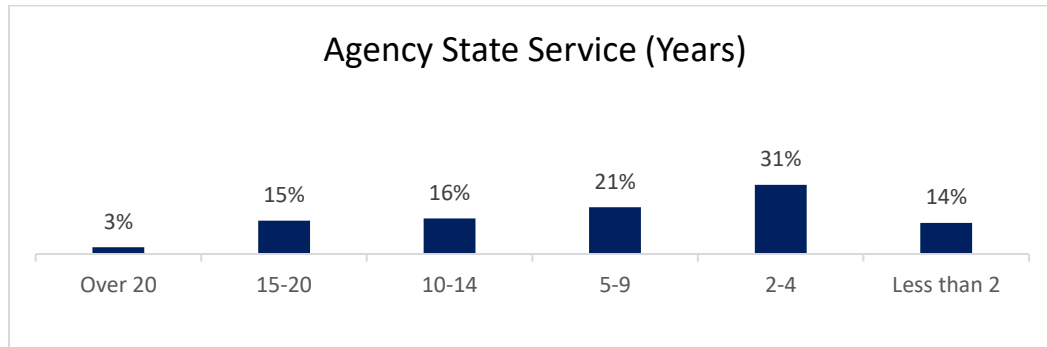
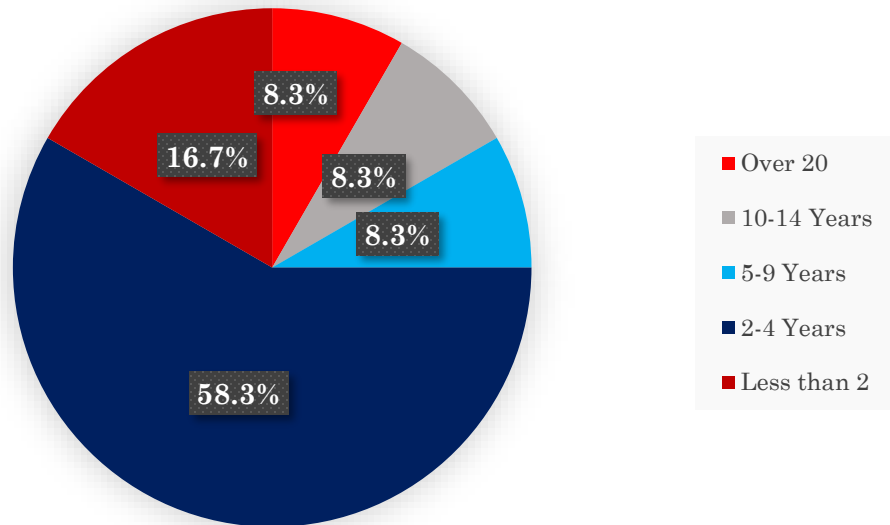**Percentages may not add up to 100% due to rounding*

EMPLOYEE TURNOVER

Employee turnover imputes a direct cost to any organization. The loss of institutional knowledge and experience impacts the agency's ability to fully perform its mission. High staff turnover adversely affects the operational program in which it occurs and adds strain on remaining human resources.

With the exception of FY 2014, DIR's employee turnover rate was below the state government turnover rate from FY 2008 through FY 2017. DIR's FY 2014 turnover rate exceeded the state government turnover rate by 1%. DIR's FY 2017 turnover rate was 10% versus 32% for state government turnover rate.

Agency and Statewide Employee Turnover Rate

	2017	2016	2015	2014	2013
Agency (DIR)	10%	16%	12%	20%	13%
Statewide	32%	21%	19%	19%	19%

**FY 2018 Separating Employees
Length of Agency Service**

- Over 20
- 10-14 Years
- 5-9 Years
- 2-4 Years
- Less than 2

8.3%
16.7%
8.3%
8.3%
58.3%

Percentages may not add up to 100% due to rounding

**0% separated with 15 - 20 years of service*

RETIREMENT ELIGIBILITY

Employees over the age of 40 comprise 87% of DIR's FY 2018 workforce and approximately 29% of the agency's current workforce will be eligible to retire between FY 2018 and FY 2021 (*Based on our present headcount of 193 employees*).

Eligible Retirees

Year	Percent
2021	5%
2020	3%
2019	2%
2018	19%

■ 2018 ■ 2019 ■ 2020 ■ 2021
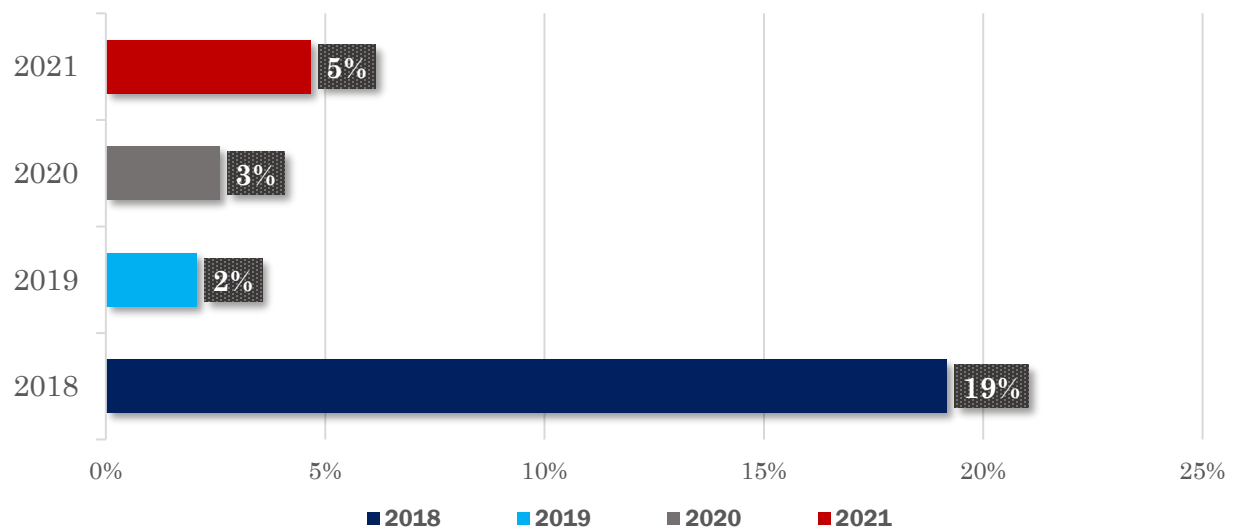
CURRENT AND FUTURE WORKFORCE CHALLENGES

LABOR MARKET AND TRENDS

According to the Bureau of Labor Statistics, total employment is projected to increase by 11.5 million jobs between 2016 and 2026. The Texas Workforce Commission's long-term industry projections estimate about 18% growth in state government employment by 2024. At the end of FY 2017, Texas remained driven by an ongoing economic shift toward high-skilled jobs within business and professional service sectors.

DEMOGRAPHIC SHIFT

According to the July 2016 U.S. Census, Hispanics made up 39% and white non-Hispanics were 43% of the state's 27,862,596 million residents. By contrast, in 2000, Hispanics made up 31.9% and white non-Hispanics made up 52% of the state's 20.8 million residents. These numbers indicate the Hispanic population is growing more quickly than the non-Hispanic white population. Since 2000 Hispanics have made up 64% of the Lone Star state's population growth.

Demographic trend experts project that in Texas, Hispanics will likely become the largest group within 10 years. This paradigm necessitates that DIR continue to embrace diversity and leverage recruiting strategies in alignment with this population combined with other underrepresented groups.

AGING WORKFORCE

The Baby Boomers (born between 1946-1964) make up a large part of the labor market that is retiring and taking institutional knowledge with them. Given 29% of the agency's population is eligible for retirement by 2021, it will be essential to facilitate effective working relationships with Baby Boomers that delay retirement and retain their human capital.

TEXAS WORKFORCE SYSTEM STRATEGIC PLAN

EMPLOYEE RECRUITMENT AND RETENTION

DIR will continue to implement effective practices and policies to attract a diverse and highly qualified workforce. Targeted recruiting strategies will be implemented by measuring the time it takes to fill a position and intentionally improving candidate experience. To continue attracting top talent, DIR will strive to offer competitive salaries and highlight the State of Texas' valuable benefit options. DIR should consider the implementation of career pathing and dual ladder programs. These programs would position active employees with horizontal and vertical growth opportunities, as the budget allows. The immediate benefits of career-based programs result in valuable recruitment outcomes and employee retention. Managers should complete timely performance evaluations to provide consistent feedback and identify career development opportunities.

SUCCESSION PLANNING

Succession planning is an ongoing business process through which an organization plans for its future workforce competency needs. It is a proactive approach linking the organization's competency needs to its mission and goals through career development. DIR

strives to maintain a highly qualified and competent workforce that is committed to customer service and that is fully capable of carrying out the mission and core functions of the agency. However, retirements and attrition can result in a significant loss of institutional and technical knowledge. Many of the pending retirements over the next five years are either managers or staff with senior-level expertise. To address any deficits between the current agency workforce and future demand, a succession planning program that incorporates cross-training, mentoring, career pathing, and dual ladder options should be explored.

MENTORING PROGRAM

Mentoring is a process for the informal transmission of knowledge, perceived by the recipient as relevant to work, career, or professional development. Mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé)". DIR will implement a mentoring program to enhance career development, knowledge transfer and the retention of employees.

SURVEY OF EMPLOYEE ENGAGEMENT RESULTS

In March 2018, DIR participated in the Survey of Employee Engagement (SEE) to measure employee engagement and workplace satisfaction. DIR had a 63.2% response rate which is considered high and indicates that employees have an investment in the organization, want to see the organization improve, and generally have a sense of responsibility to the organization.

DIR's overall FY2018 SEE survey score was 390. Scores above 350 are desirable and show the product of an engaged workforce. DIR's SEE overall score in 2016 was 401. Nationwide polling data shows 30% of employees are Highly Engaged or Engaged, whereas DIR employees were 55%. DIR scored the highest in the following three areas: strategic (414), information systems (409), and employee engagement (403). The following areas were identified as opportunities for improvement: pay (302), employee development (385), and internal communications (382).

Overall Engagement Score

Year	Score
2010	368
2012	355
2014	384
2016	401
2018	390
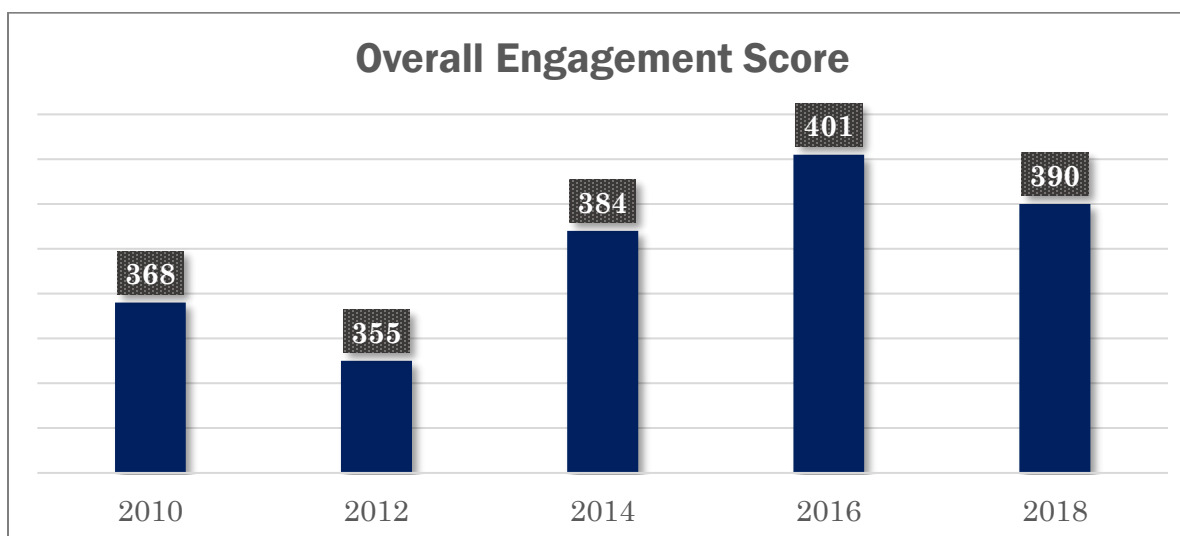
APPENDIX G: REPORT ON CUSTOMER SERVICE

REPORT ON CUSTOMER SERVICE

The Texas Department of Information Resources (DIR) submits this report on customer service as required by Texas Government Code, Chapter 2114. The report is based on feedback from customers and information obtained from DIR's customer service performance measures. The 2018 Report on Customer Service will help DIR management develop customer service strategies for the next biennium. In addition, it will guide the agenda for the agency's governance and advisory committees.

DIR provides a range of IT, security, and telecommunications products and services to state agencies and eligible voluntary customers including local governments, education, non-profit organizations, and others. DIR collects feedback from those customers through use of its main programs:

- DIR Shared Services – provides shared information resources technology, including Data Center Services, Managed Application Services, Managed Security Services, and Texas.gov services.
- Data Center Services (DCS) – provides two consolidated state technology centers that offer upgraded IT infrastructure technology, increased security, disaster recovery, and cloud services that leverage economies of scale for participating agencies.
- Managed Application Services (MAS) –provides customers with resources to facilitate application remediation, transformation, development, and/or maintenance work efforts.
- Managed Security Services (MSS) - provides uniform and consistent management of state data security services.
- Texas.gov Digital Government – provides the Texas.gov online portal and official website for the State of Texas. The portal provides a single, secure structure for government agencies and their customers to conduct business over the Internet.
- Communications Technology Services (CTS) – provides the TEX-AN statewide telecommunications network, the capitol complex telephone system and the network and security operations center, allowing secure Internet access for all customers.
- Chief Procurement Office (CPO) – establishes and administers technology contracts on behalf of state agencies and other participating customers.
- Office of the Chief Information Security Office (OCISO) – coordinates the state's cybersecurity program through training and technical assistance.

DIR collects customer feedback through a variety of formal and informal means. DIR management meets with the executive director or commissioner of each DCS program agency and other large customers to gather customer insights. Unlike traditional customer feedback forums offered to customers, these one-on-one sessions provide customers the opportunity to have in-depth conversations and provide detailed feedback. The face-to-face meetings allow DIR management and staff to better understand the customer experience across all programs to resolve concerns and identify opportunities to improve DIR's services and support.

Texas.gov, CTS's TEX-AN, and DCS programs all solicit formal feedback through customer surveys. DIR's CPO requests specific feedback from customers about their need for products and services as part of the Request for Offer planning process. DIR also surveys customers about their programs and practices to ensure enterprise strategic planning initiatives align with state agencies' business goals.

INVENTORY OF EXTERNAL CUSTOMERS BY STRATEGY

Presented below is an inventory of DIR's external customers served by each strategy in the FY 2018-19 General Appropriations Act, with a brief description of the types of services provided to each customer group:

GAA STRATEGY	SERVICES PROVIDED	CUSTOMER GROUPS
A.1.1 STATEWIDE PLANNING AND RULES	Produce the biennial State Strategic Plan for Information Resources Management and related performance reports and analyses. Make recommendations to improve IT statewide. Develop rules and guidelines that establish statewide technology policies, standards, and best practices for customers to manage and align their technology with their business goals and to guide effective IT project.	State agencies, education
A.1.2 INNOVATION AND MODERNIZATION	Leverage innovative technology and services to enable or improve agencies' productivity, efficiencies, and citizen services. Provide leadership and guidance to state agencies through direct engagement to promote modernization of Texas agencies' IT infrastructure, software, and applications. Develop shared services for agency use, technology architectures, and best practices for modernization.	State agencies
B.1.1 CONTRACT ADMINISTRATION	Manage a procurement infrastructure for IT commodities and services that maximizes the state's volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring information and communications technology contracts.	State agencies, local government, education
B.2.1 DATA CENTER SERVICES	Provide mainframe, server, network, disaster recovery, print/mail and other services for state agencies and universities through two technology centers.	State agencies, local government, education

B.3.1 TEXAS.GOV	Manage Texas.gov, the State of Texas government portal, which provides citizens 24/7 access to government services and allows government the ability to cost-effectively conduct online business with their customers.	State agencies, local government, education, citizens
B.4.1 CAPITOL COMPLEX TELEPHONE SYSTEM	Manage and evolve the Capitol Complex Telephone System that delivers voice and data services to the Capitol Complex.	State leadership, State agencies
B.5.1 NETWORK SERVICES (TEX-AN)	Maintain Legacy TEX-AN and provide enhanced TEX-AN network services. Maintain statewide network services and provide a shared infrastructure to support converged IP communications services.	State agencies, local government, education
C.1.1 SECURITY POLICY AND AWARENESS	Develop statewide security standards for information resource assets and support the state's security efforts through technical analysis, training and awareness efforts, proactive prevention, threat reduction, and response to information resources security threats.	State agencies, education
C.1.2 CYBERSECURITY	Implement and maintain shared IT security services, comprised of voluntary services and standard services provided through one of DIR's technology centers.	State agencies, local government, education

METHODOLOGY

DIR continually surveys customers on a range of topics related to programs and services to capture feedback from external customers. DIR staff design and administer the surveys using software and tools to elicit feedback from state agencies, local governments, public education and other direct consumers of DIR's products, services, and training. Survey objectives focused on the key elements of customer service specified in Texas Government Code 2114, including service delivery, communications, access to information, and the handling of complaints. In addition, some DIR programs conduct comprehensive customer surveys as part of their service contract.

DATA CENTER SERVICES PROGRAM

The DCS Program offers compute and storage, security, disaster recovery, monitoring and reporting, and technology currency processes aligned with best practices for IT service management. DCS provides agencies a robust and reliable technology infrastructure allowing them to focus on their core business rather than managing the day-to-day basic operations.

Each January, the DCS Program measures customer satisfaction for the previous calendar year. A comprehensive survey is conducted by a third-party vendor, and the results are provided to DIR and participating customers. The survey covers all topics required under the DCS services agreement as well as additional areas of interest.

Customers were invited to participate in the survey via email, with personal follow up to encourage high participation. The invitation emphasized the importance of customer input, assured the confidentiality of every survey participant, and provided a link to the survey. Once the 2017 results were analyzed, they were reported to DIR, DCS vendor partners, and customer governance groups. These groups work together to develop the Customer Service Improvement Plan for the coming year.
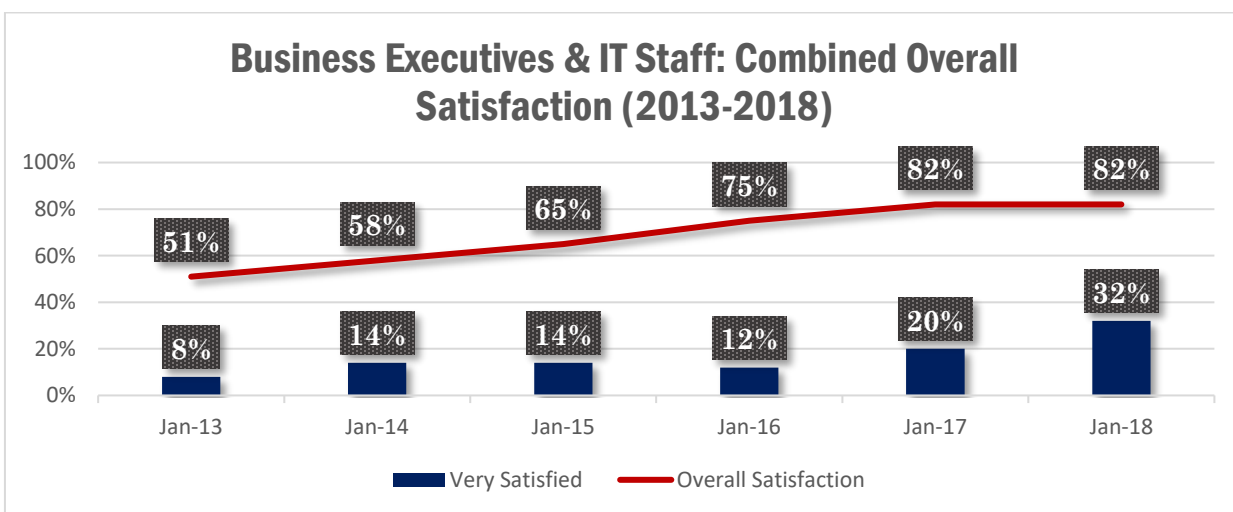
DCS BUSINESS EXECUTIVE SURVEY

SURVEY METHODOLOGY

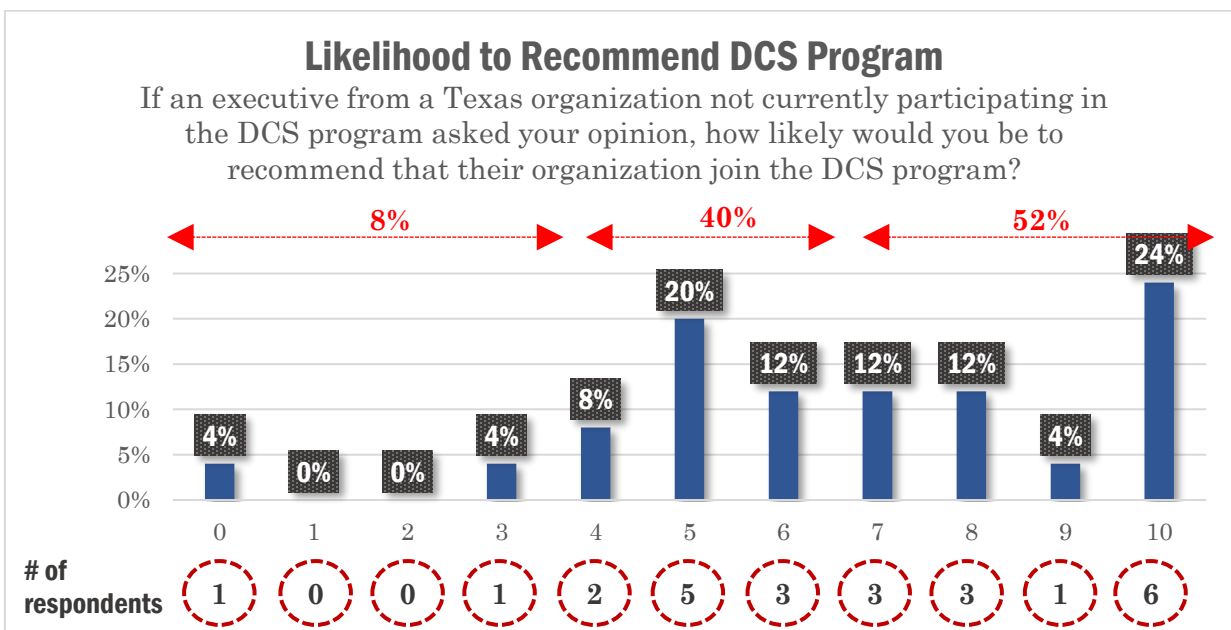| SURVEY PERIOD	SURVEY POPULATION	PARTICIPATION RATE
Jan. 18, 2017 - Feb. 16, 2018	• 27 business executives from 27 customer agencies • 94 IT staff designees from 27 customer agencies	• 93% of Business Executive invitees responded (25 agencies) • 73% of IT Staff invitees responded (27 agencies)

ANALYSIS OF FINDINGS

OVERALL SATISFACTION

The 2017 business executives and IT staff survey results maintained an overall positive customer satisfaction rating of 82% from the prior year. While overall satisfaction remains stable, the program has continued to see a steady increase in the percentage of "very satisfied" customers. The percentage of customers rating "very satisfied" is 32%, an increase of 24 percentage points from the initial 2012-13 survey results.

Business Executives & IT Staff: Combined Overall Satisfaction (2013-2018)

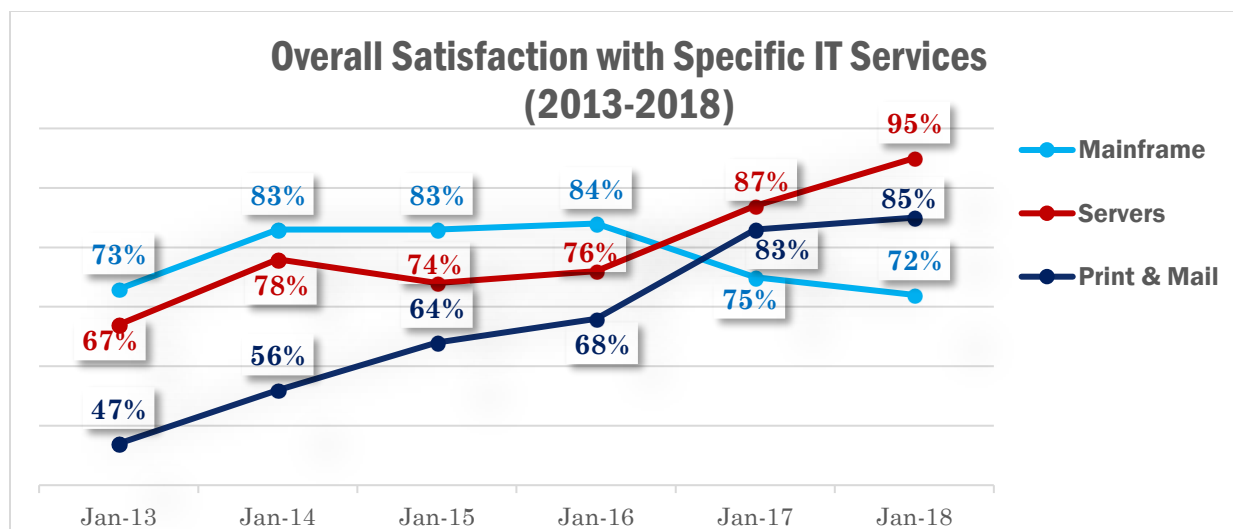|	Jan-13	Jan-14	Jan-15	Jan-16	Jan-17	Jan-18
Overall Satisfaction	51%	58%	65%	75%	82%	82%
Very Satisfied	8%	14%	14%	12%	20%	32%

LIKELIHOOD OF RECOMMEND TO OTHERS

Business executives were asked how likely they would be to recommend an agency to join the DCS program. Using a score of 0 –10, with 0 meaning 'Not at all Likely' and 10 meaning 'Extremely Likely', the 2017 results showed 92% of executives were moderately to extremely likely to recommend the program to others, an increase of 20% from last year. In addition, the number of respondents choosing the Extremely Likely category increases each year showing a positive trend in opinion about the Program.

Likelihood to Recommend DCS Program

If an executive from a Texas organization not currently participating in the DCS program asked your opinion, how likely would you be to recommend that their organization join the DCS program?

# of respondents										
1	0	0	1	2	5	3	3	3	1	6

SPECIFIC DCS IT SERVICES

The results regarding specific IT Services, such as mainframe and server services have shown significant increases over the last two survey reporting periods. Mainframe services have increased to 95% from 76% in the February 2016 survey results; and customer satisfaction ratings of server services have increased to 85% from 68%.

While Print/Mail services have remained steady from last year with an overall satisfaction rating of 72%. The percentage of very satisfied customers has shown a slight decrease over the last two years. These trends have resulted in further analysis and development of a service level improvement plan.

Overall Satisfaction with Specific IT Services (2013-2018)

Mainframe: 73%, 83%, 83%, 84%, 75%, 72%
Servers: 67%, 78%, 74%, 76%, 87%, 95%
Print & Mail: 47%, 56%, 64%, 68%, 83%, 85%

Jan-13, Jan-14, Jan-15, Jan-16, Jan-17, Jan-18

* Asked only of those who indicated their agency receives these services.

** Note: for the 2013-2105 surveys, Xerox was the sole SCP and for the 2016-2018 surveys, Atos was the SCP for Mainframe and Server services while Xerox was the only SCP for Print/Mail services.

DIR PERFORMANCE

Business executives were surveyed regarding the performance of DIR staff. DIR's ability to manage the DCS service providers has remained stable at a 72% combined Excellent/Good performance rating over the last two survey periods. The DCS Program continues to work with the business executive customers and governance groups to obtain feedback on any improvement opportunities and methods to increase customer awareness.

DCS MONTHLY PERFORMANCE SCORECARD

In addition to the annual program surveys, DCS customers complete a monthly balanced scorecard, providing feedback to DIR on the service providers' performance. Customer rating of the service providers' performance for the FY 2017 averages 89% satisfied.

TEXAS.GOV

Texas.gov offers customers opportunities for feedback. Upon completion of an online transaction, citizens are offered the option of completing a satisfaction survey. Customers are asked the reason for their visit, how they learned about Texas.gov, and the ease of use with their experience.

In FY 2017, 40,977 users completed a transaction through the Texas.gov portal and submitted the optional satisfaction survey.

- 93% of customers were satisfied with their overall experience of the Texas.gov.
- 95% indicated the online service was an improvement over the traditional office or mail-in service.
- 95% indicated that they would recommend the online service to someone else.

COMMUNICATIONS TECHNOLOGY SERVICES

CTS surveys customers to determine the level of satisfaction with telecommunications services. During conducting routine work activities, emails exchanged with customers contains a link to a short survey allowing the customer to express their level of satisfaction by choosing from the following responses: Very Satisfied, Somewhat Satisfied, Neither, Somewhat Dissatisfied, Very Dissatisfied, or Not Applicable.

CTS offers Capitol Complex Telephone System (CCTS) and Texas Agency Network (TEX-AN) customers the opportunity for responding to a short survey. In FY 2017, DIR CTS received 99 survey responses. On average, 95% of respondents were very satisfied with services provided. The performance measures below provide specific rates of satisfaction across program areas.

FY 2017 CTS CUSTOMER SURVEY RESPONSES

| SURVEY QUESTION	VERY SATISFIED OR SOMEWHAT SATISFIED
What is your overall satisfaction with Texas Agency Network (TEX-AN) services?	87%
What is your overall satisfaction with Capitol Complex Telephone System (CCTS) services?	98%
What is your overall satisfaction with the support services (such as help desk, order management, billing, and engineering support) provided by CTS?	100%

CHIEF PROCUREMENT OFFICE

The Chief Procurement Office Cooperative Contracts Program develops master contracts with pre-negotiated product and service discounts, and contract terms and conditions. All contracts are awarded based on a competitively bid Request for Offer (RFO) process. The program also plays an oversight role in reviewing Statements of Work submissions as required by TAC 212. In addition to the day-to-day customer service function of Program staff, the Program is committed to no less than three customer service and outreach goals.
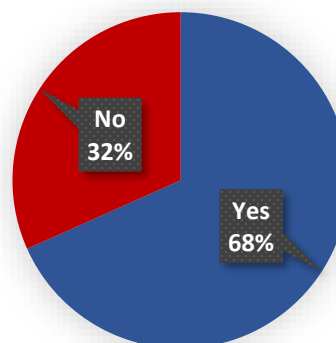
COOPERATIVE CONTRACT CUSTOMER OUTREACH

The customer service goal is written in the Programs procedure. Part of the planning phase of each RFO is an outreach process that includes input by internal and external subject matter experts (SME), customer surveys, and vendor forums as necessary. For example, the program surveyed 26 agency and higher education customers in preparation for the Deliverables Based IT Services solicitation. Results from the most recent Deliverables Based IT Services (DBITS) RFO customer outreach is represented below:

Are the current DBITS categories adequate to fill your business needs?

Never used DBITS contracts 23%

No 8%

Yes 69%
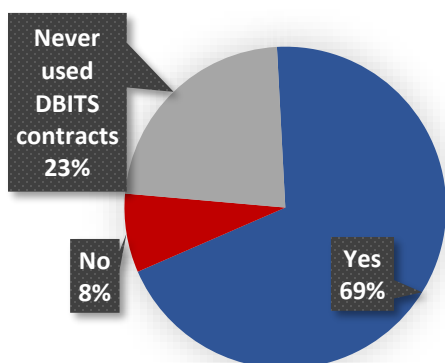
Is there another deliverables-based IT category that you would like DIR to consider including in the upcoming RFO?

No 32%

Yes 68%

STATEMENT OF WORK CUSTOMER ASSISTANCE

In accordance with TAC 212, another Cooperative Contracts Program goal is to provide oversight and information to assist state agencies in writing statements of work (SOW) for technology services. Agencies submitted 65 draft SOWs, and 33 final SOWs for DIR review. Each submission requires agency consultation with DIR staff to confirm the SOW includes necessary elements to ensure competitive responses from DIR vendors. In addition, program staff provides on-site or webinar training to agency customers. The training includes information on writing an effective SOW for both waterfall and agile methodologies of development.

CUSTOMER AND VENDOR TRAINING

The third customer service goal of the Cooperative Contracts program includes providing training to both DIR customers and the vendor community. Along with SOW training, DIR Cooperative Contracts staff was part of the Texas Comptroller of Public Account (CPA)'s Basic Public Purchasing Class. In FY 2017, DIR participated in teaching technology purchasing in the monthly class required for certification. In addition, DIR launched the new electronic procurement system in FY 2017 requiring training for the vendor community. DIR conducted webinars in conjunction with the release of three procurements. Lastly, in accordance with written Program procedures, DIR program staff has an orientation meeting with vendors for newly awarded contracts to provide training on how to service DIR customers through the technology procurement process. In FY 2017, DIR provided on-boarding meetings to approximately 240 vendors.

STATEWIDE DATA COORDINATOR

The Statewide Data Coordinator held the Texas Data Government Forum in FY2017. There are also regular data sharing group meetings that were held throughout FY2017 and in the coming fiscal year these meetings are held Quarterly. The role of the Statewide Data Coordinator is to work with agencies and institutions of higher education through collaborative development of data policies, standards, and best practices. To also improve data governance and integrity statewide and seek out opportunities for data sharing across government to:

- Reduce duplicative information collection
- Increase accountability to existing open data statute
- Improve data management and analysis
- Identify future cost saving opportunities

CUSTOMER CONTINUING EDUCATION

DIR provides opportunities for collaboration and continuing education to many different stakeholders. Events include conferences, webinars, trainings, and briefings as well as managing topical discussion groups and hosting workgroups.

DIR CONFERENCES
Key conferences hosted by DIR are:

EVENT	OCCURRENCE	AUDIENCE	PUBLIC SECTOR ATTENDEES
2017 Information Security Forum	Annually / Spring	State cybersecurity and IT staff	320
2017 Texas Government Data Forum	Annually / June	IT and Program Area Staff	215
2017 DIR Technology Forum	Annually / October	State IT Staff	187
2017 E-Records Conference (Hosted with TSLAC)	Annually / November	IT and Records Staff	324
2018 DIR Connect	Even Years / Spring	Procurement and IT staff	425

EDUCATIONAL OUTREACH BY PROGRAM AREA
DIR program areas are involved in substantial educational outreach:

Technology Today Series (TTS) provides a wide variety of educational opportunities directed at IT leaders and program staff by partnering with industry experts, other agencies, and internal DIR departments. Events range from sponsoring a major multi-day conference to producing a 1-hour webinar. In FY 17, TTS sponsored 51 events serving 5,109 attendees with a 95% satisfaction rating.

Office of Chief Information Security Officer (OCISO) hosts the annual *Information Security Forum*, manages two discussion lists, organizes many webinars and workshops, and is in the process of implementing an Infosec Academy for Information Security Officers (ISOs).

Chief Technology Officer (CTO) activities include several program-specific initiatives where teams host discussion lists, training, workgroups, and webinars for state IT staff involved in:

- IT management, compliance, and reporting;

- accessibility of electronic information
- management of major IT projects

Additionally, CTO hosts the *Technology Showcases* which enable IT and business leaders to listen to vendors present core and emerging technologies in their industry, understand key components for successful implementations as well as answer technology questions.

Data Center Services – Program Service Provider partners distribute weekly customer newsletters and host weekly radio shows (webinars) as well as conduct quarterly customer partner group meetings for sharing information with customers regarding new services, processes, and tool training opportunities.

Chief Procurement Office (CPO) hosts the biennial *DIR Connect Technology Expo*, organizes educational webinars for customers, delivers pre-bid and informational sessions for vendors, distributes a weekly newsletter, participates in forums for Historically Underutilized Businesses (HUBs), and provides subject matter expertise to the Office of the Comptroller for development of contracting and procurement certification training.

Statewide Data Coordinator hosts the annual *Texas Government Data Forum*, manages a collaboration list, and organizes select workshops.

ADVISORY AND GOVERNANCE GROUPS
DIR receives input and guidance from advisory committees to ensure customer interests are considered and improvements are implemented. These include:
- Customer Advisory Committee – Reviews and advises on the business needs and strategies with regards to services and programs offered by DIR, providing a forum for customer input.
- Texas.gov Customer Advisory Council – Establishes development priorities for Texas.gov from a statewide customer agency perspective.
- Data Center Services - Governance Model formalize roles and responsibilities for strategy and issue management among DIR, Customers, and Service Providers.
  - Business Executive Leadership Committee (BELC)
  - IT Leadership Committee (ITLC)
  - Contracts and Finance Solution Group (CFSG)
  - Service Delivery Solutions Group (SDSG)
  - Technology Solution Group (TechSG)
  - Security Solutions Group (SSG)
  - Mainframe User Group
  - Texas GIS Imagery User Group
- Telecommunications Customer Advisory Council – Provides a continuing voice from the customer perspective in the broad direction and quality assurance of Communications Technology Services.
- Statewide Information Security Advisory Council – Provides guidance to protect and improve confidentiality, integrity and security of Texas government information assets and technology.
- State Strategic Planning Advisory Committee – Provides insight into statewide technological trends and forecasts and advises DIR on the development of the State Strategic Plan for Information Resources Management.

CUSTOMER SERVICE-ORIENTED PERFORMANCE MEASURES

The table includes Legislative Budget Board performance measures on customer service and required standard performance measures.

	OUTCOME MEASURES	FY 2018 ESTIMATED
STANDARD	Percentage of surveyed customer respondents expressing overall satisfaction with services received	96%
STANDARD	Percentage of surveyed customer respondents identifying ways to improve service delivery	NA
A.1.1	Percentage of attendees favorably rating DIR's education events	90%
B.2.1	Percentage of monthly minimum service level targets achieved for data center services	95%
B.2.1	Percentage of Customers Satisfied with Data Center Services Contract Management	85%
B.3.1	Percentage of visitors satisfied with Texas.gov	95%
B.4.1	Percentage of customers satisfied with CCTS	99%
B.5.1	Percentage of customers satisfied with TEX-AN	90%